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HAMMERING THE HUN

Each day since we last reported the progress of the war on the outlaws of Germany has brought news of victory. The battle which began on Bastille Day, July 14, and was signalized at the first by an abortive German attack directed toward Châlons, and a brilliant, effective, and decisive counter-attack by Americans at Château Thierry, has continued without ceasing for day after day and week after week, and promises to continue for days and perhaps weeks to come. To us it seems the greatest battle in history. It is great, not because of its bigness, the immense numbers of men engaged, the colossal materials of war employed, the wide extent of territory over which it rages, the days and weeks it has consumed, but because of the momentous issues at stake. It is the battle at the peak of the war. It is up to this battle that the Allied nations have been toilsomely climbing in the years past. It is from this battle that the Allied nations will descend upon Germany to administer the final crushing defeat. So it seems now.

There are undoubtedly months of struggle ahead of us. How many months will be determined by circumstances over which we and our allies have virtual control. If we manage well, if we put forth our strength, if we resist trickery and peace swindles, if we lend our power to Russian resistance to Germany, if we strengthen the bonds that unite us to our allies, the bonds that have formed an alliance more binding than that which any treaty or other formal document can create, if we make use of the circumstances that are at our command, we may reasonably hope to dispose of Germany in another year.

That is the significance of the battle that Foch is directing in these days. In order to understand what is happening we must remember that the object of the fighting is not acquisition of territory, but the defeat of the enemy. To weaken and then to destroy as a fighting force the German armies is what Foch is after. To that end the attainment of a town here, a crest there, a bridge-head, a railway, a line of defenses, is necessary, but all these things are not ends in themselves, but means to the end. There is of course involved in this war the desire on the part of every Allied soldier, from private to general, to transfer the fighting from French and Belgian to German soil. We want not only to beat the Germans, we want to beat them where the beating will do them and the world the most good, and that is along and even across the Rhine. But the object is to beat them; and under Foch's leadership we are beating them.

FOCH'S BATTLE

We may think of this battle as extended from Arras to Rheims. In the first stage of the battle Foch hammered the Hun at the left end of his line, where it extended in a semicircle from Rheims through Château Thierry to Soissons. He hammered him hard. He took prisoners, munitions, and a toll in dead and wounded Germans; but, what is even more, he took from the Hun his sense of superiority and his power of decision. Then Foch struck him nearer the center of what is now the battle-line and drove him back from Montdidier. During the week which we are now recording Foch has taken him on the right of his line. There Haig, with his gallant and dogged British troops, has sent the Hun reeling back. And what has been characteristic of this battle from the beginning is still characteristic of it. It has been a process of steady crushing in.

On August 20 the line ran curving inward on the Allies from Arras through Albert to Roye, and then jutted again inward around Lassigny and back to Noyon. While the French were striking near Noyon the British launched their attack southwest of Arras. With them were a few Americans. They gathered in towns and territory from Moyenneville to Achiet-le-Grand, while the French, pressing on toward Noyon, drove in, in the course of a few days, a sharp wedge towards Chauny. Then the British by skillful maneuvering sent the Germans back, not only on their extreme right, but all along the line, so that Albert was soon left several miles within the Allied territory; and before the seven days were up the British had penetrated and passed beyond the old Hindenburg line southeast of Arras.

In addition to the fearful drubbing to which the Germans have been subjected there has been administered the sort of defeat that makes it hard for the Germans to provide for a future respite. At the left end of their line they are standing behind the Vesle, but when they go back, as they will have to do, they will not find the line of the Aisne, or even that of the Chemin des Dames, as secure as they might wish, and if the British penetrate much behind the old Hindenburg line near Arras the Germans will find that not as comfortable or stable as they would like. The Germans are retreating because they have to retreat. They cannot choose their time or their method. They are doing it well, but they are doing it under duress. The arrogant bandits who have devastated a large part of northern France and were on their greedy way to Paris are now fighting for their lives.

THE NEW DRAFT AGES

If there were any question of the country's determination to see this war through to a finish, it would be settled by the decision of the Nation to increase its man power by extending the draft age down to eighteen and up to forty-five. Whatever reluctance there has been to develop the man power of the country by such a measure as this has not come from the people at large, but from those who are in responsible positions who have hesitated to make any such demand upon the people.

The whole question has been whether boys of twenty, nineteen, and even eighteen, should be called as well as men from thirty-one to forty-five. It is perhaps natural that there should be hesitation in calling boys of eighteen years of age. It is argued that they are not mature enough for service in modern warfare, and that it is asking too much of parents to give to the service of their country sons of such youth. On the other hand, figures from the War Department have been cited to show that the battles of the Civil War were fought largely by young men under twenty-one years of age, and that there is no soldier equal to the young soldier. It is also pointed out that boys of eighteen who are now drafted will be put under training and will not be sent to the front in most cases before they are nineteen. The debate over this question has gone on in Congress, but the country at large has shown every sign of willingness to support whatever action in this respect the military authorities consider wise and right. There is nothing the matter with the spirit of the people of America.

Certain members of Congress have advocated the adoption of a provision which would make mandatory the selection of all eligible men of the class above the age of eighteen before those of eighteen are drafted; but Congress, reflecting the public opinion of the Nation, has rejected the amendments to place any limitation upon the executive authority in this matter.

It is going to be difficult to place boys of eighteen or nineteen in the draft and at the same time make provision for the continuing of the education of young men of that age; and yet such education is necessary if we are going to develop out of those young men the officers the country will need. The colleges

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and technical schools of the country, in order to meet this situation, are establishing Student Army Training Corps, in which eligible undergraduates will be enrolled. By their enrollment these young men will become enlisted men in the United States Army and subject to call into active service, but, it is expected, will for the most part be furloughed for instruction in their respective institutions. Provision will probably be made for the assignment, at the Government's expense, to such institutions of young men who are fit to receive higher education, especially in military branches, but who are not financially able to pay their own expenses. The measure as adopted by the House also contains a provision by which youths whose education is interrupted by military service will be permitted, at the Government's expense, to receive education at such institutions for a period equaling their military service, though not to exceed two years.

One provision has aroused a great deal of debate. This is the so-called "work or fight" provision. It would make it incumbent upon every man of draft age who would be put in deferred classification because engaged in necessary war industry to enter military service if he stops his work. This has been objected to on the ground that it is "conscription of labor." It is argued that this gives private employers power over their employees in preventing them from striking or stopping work, collectively or individually.

If the wage workers in war industries need to be protected against the despotism of private employers, their protection should be provided by Government regulation of employers rather than by the exemption of the workers from conscription under the "work or fight" principle.

Germany ought to be aware by this time that the United States is going to send an overwhelming army of men to join in administering to her the defeat she richly deserves.

A DICTATED PEACE

What sort of defeat does Germany deserve and does the safety of the world demand as a consequence of her aggression? This question was answered by Senator Lodge in a speech on the Man-Power Bill—one of the most notable speeches which has been made in Congress during the war. That speech has special significance because Senator Lodge has, as a consequence of the recent death of Senator Gallinger, succeeded to the position of minority leader of the Senate. He spoke with the authority not only of his own great knowledge of international affairs, but also of his new official position. In brief, such defeat as Senator Lodge demands of Germany—and, as we believe, the country is growing more and more to demand—is one that will provide for what Senator Lodge calls "a dictated peace." The terms of that peace must not be arranged by negotiation with Germany, but must be imposed upon Germany as a result of agreement among the Allied free nations. Such terms as he regards as an irreducible minimum comprise the restoration of Belgium, the unconditional return of Alsace-Lorraine, the redemption of Italia Irredenta, the re-establishment of the independence of Serbia and Rumania, the securing of the safety of Greece, the establishment of the great Slav population as independent states and of an independent Poland, the blocking of the pathway of Germany to the East, the restoration of Russia, the taking away of Constantinople from Turkey, the sharing of Germany's fate by Turkey and Bulgaria, the security of Palestine, the Syrians, and the Armenians.

That Germany would acquiesce in such a peace as that is not to be imagined. "No peace," says Senator Lodge, "that satisfies Germany in any degree can ever satisfy us. It cannot be a negotiated peace. It must be a dictated peace, and we and our allies must dictate it."

Though he speaks as a leader of his party, Senator Lodge, we believe, speaks for more than his party, just as the President has at various times spoken for more than his party. It is the conviction of the country that Senator Lodge voices. Our soldiers at the front who are fighting the Germans have no question about what kind of peace they are seeking through victory. And the more we hear of what Germany has done through ravaged France and Belgium, the more we hear how Germany fights to gain her ends, the more we in America have become convinced that we ought not to ask Germany to what terms she will assent, but that we ought to fight until we are able to tell Germany to what terms she must assent.

To what Senator Lodge has said we would add three statements which we believe to be in accord with what the United States ought to do and will do.

In the course of his speech Senator Lodge said that it is idle to talk about annihilating the German people, and that we are not engaged in this war to try to arrange a government for Germany; but that we should put Germany in a position where she will do no more harm. This is true; but we should go further. First, the Allies have a right, and maybe a duty, to punish individual officers for murder or other crimes which they have committed in violation of international law; and not only these officers, but also their superiors. Though the Allies may not find it their duty to punish the German nation as such, it is their right and their duty to refuse to interfere with the operation of the natural penal consequences that fall upon a nation guilty of the criminal conduct that has disgraced Germany. In the second place, though it is not our business or desire to impose upon Germany a government of our selection, nevertheless, if we think it is necessary for rendering Germany harmless, we have the right to provide that a Hohenzollern shall never occupy the German throne, and that Germany shall have a government of such a character as will not be a menace to the peace and safety of Europe and the world. In the third place, we have the right and the duty to provide that the former German colonies shall not be returned to Germany. It would be bad enough to return those colonies to the Hun from whom they have been emancipated, if we did that in order to secure, through negotiations, benefits for other peoples, but it would be intolerable to do this as part of a dictated peace.

There is some danger that a few Americans of kindly disposition may feel it their duty to try to save Germany from a humiliating peace, a peace that leaves a sting behind it. It is not their duty or anybody's duty to protect Germany from the sting, the humiliation, the disgrace which by her crimes she has brought upon herself.

THE LUSITANIA AGAIN

When peace terms are dictated to Germany at the council table of the Allies, as General Grant dictated the terms of peace to General Lee, the sinking of the Lusitania and the assassination of her passengers will form the basis of one of the most terrific accusations brought against the Prussian hierarchy. In a notable decision, just handed down in the Federal District Court of New York by Judge Julius Mayer, the destruction of the Lusitania has been legally and officially declared to have been an act of piracy. It has been so regarded by many laymen from the day the news of the torpedoing was published, but this is the first time in which this definition has received legal sanction on this side of the water.

The decision is the result of suits brought against the Cunard Line for damages to personal property, the claimants alleging that the loss of the Lusitania was due to the negligence of her owners and navigators. The litigation has been going on for more than a year. Judge Mayer's decision will, we think, be one of the historical documents of the war. In it he narrates the facts in a form whose clearness and interest the practiced journalist might well envy. He reviews the principles of international law involved, with scholarly references to many legal decisions and writings touching on international relations.

It has sometimes been said that the present war has destroyed international law. This is not the opinion of Judge Mayer. He refers even to German documents to show that Germany theoretically, even during the present war, has recognized the binding nature of international law, although in practice she has grossly violated it. He finds that the Lusitania was not carrying munitions, that her captain took every possible precaution for her safety, and that her owners were justified in relying upon the universally accepted principle that an enemy vessel may be destroyed at sea "only if it is impossible to take it into port, and provided always that the persons on board are put in a place of safety."

Judge Mayer concludes that "the cause of the sinking of the

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Lusitania was the illegal act of the Imperial German Government, acting through its instrument the submarine commander, and violating a cherished and humane rule observed, until this war, by even the bitterest antagonists." And he adds this pertinent prophecy as the final word of his judgment: "But, while in this lawsuit there may be no recovery, it is not to be doubted that the United States of America and her allies will well remember the rights of those affected by the sinking of the Lusitania, and, when the time shall come, will see to it that reparation shall be made for one of the most indefensible acts of modern times."

Should this case be carried to the Supreme Court of the United States and Judge Mayer's decision and opinion there be sustained, the Commissioners of the United States, when they come to settle with Germany, will have behind them the precedent of a great legal decision for demanding a large indemnity from Germany. Such an indemnity should be exacted both as a punishment and as a reparation. It is false sentiment to say that we must deal gently with Germany lest we crush her. When the settlement day comes for Germany, there will be no duty calling upon any one to try to interfere with the operation of the law, recognized by the ancient Hebrews, which visits "the iniquity of the fathers upon the children, and upon the children's children, unto the third and to the fourth generation."

PAN-AMERICAN CORDIALITY

Although the attention of the people of the United States is now fixed upon the problems of the European war, they ought not to forget that one way to promote American success in the war is to cultivate and strengthen our friendships with our South American neighbors, especially with the republics of Argentina and Brazil.

About a year ago Secretary Daniels sent an American fleet to Rio Janeiro and Buenos Aires, and our officers and men were received with warm hospitality by both Brazilians and Argentinians. Last February the Rev. Samuel G. Inman, Secretary of the Committee on Co-operation in Latin America, in an article contributed to these pages, said: "The visit of Admiral Caperton's war-ships to Brazil, Uruguay, and Argentina constitutes one of the most important events in the development of closer international relations between North and South America." To substantiate this statement he quoted the opinions of well-known men in South America, the Minister of Public Instruction of Montevideo saying, "I have been working for closer relations between my country and yours for thirty years, but I never imagined it was possible for such a spontaneous expression of love and sympathy to be given by any Latin-American nation to the United States."

Brazil and Argentina have now reciprocated by sending two of their finest war-ships to American waters. They are lying at anchor in the port of New York, the Brazilian battleship São Paulo and the Argentine dreadnought Rivadavia. On August 21 the Mayor's Committee on National Defense of the City of New York gave a dinner at the Waldorf Astoria to the officers of these two ships. It was largely attended by citizens who wished in this way to express their appreciation of the courtesies shown to our own Navy in South American waters, and our friendship for our great sister republics to the south of us. Ambassador Naón, of Argentina, and Ambassador da Gama, of Brazil, spoke in felicitous English, and Secretary Daniels responded for the National Government, and especially for the Navy, in a very strong address, in which he paid the following effective tribute to the friendships which naval life produces:

> To these officers of these dreadnoughts and to the men who man them I wish, as Secretary of the Navy, to tender the Nation's welcome—they are shipmates. There is no relation in life so intimate, so cordial, so sympathetic, as that which exists between shipmates.
>
> I remember some time ago meeting an admiral, now on the retired list, and in chatting with him on the train I spoke of having met the day before a boatswain in the Navy, a man who had served for forty years, a splendid type of the American sailor, and I said to the Admiral, "Do you know Bosun Hill?" "Why," said he, "of course; we were shipmates"—and in that word shipmates goes a something of friendship and sympathy and comradeship that you do not find anywhere in any other relationship in the world.

It has been suggested that the hospitality of the metropolis ought not to be confined to the officers of these ships, but should be made to include the sailors as well. We hope that something can be done for the seamen of Argentina and Brazil while they are visiting these waters. What Dr. Butler, of Columbia University, has happily called the "international mind"—that is to say, the mind to understand and respect the view of the other fellow—can in no way be better cultivated than by a promotion of such international naval visits as have been exchanged during the past year between the United States and her sister Latin-American Republics.

THE WAR DISPOSAL OF A PEACE FUND

As is well known, Theodore Roosevelt was one of the recipients of the $40,000 Nobel Peace Prize. It was awarded to him because of his connection with the Peace of Portsmouth which closed the Russo-Japanese War.

When he received it, as he did not care to use it for himself, he gave it as a foundation for an industrial fund. Congress created a Commission to receive and use it. But it seems that it did not prove practicable to make the use intended of the money.

As we are now in a great crisis, and as, to quote Mr. Roosevelt's own words, "the utmost demand is being made upon the ability of every man and woman, rich or poor, . . . I do not think it right that the fund should lie idle, and I think it most appropriate that the Nobel Peace Prize fund should be used, through appropriate organizations, to care for our soldiers, and for the widows and children and mothers of our soldiers, in this great war, waged to secure the only kind of peace worth having—the peace which is founded on right and justice and mercy."

Accordingly Mr. Roosevelt asked Congress to return the money for this purpose. The securities, when sold, plus the cash in hand, realized over $45,000, and Mr. Roosevelt promptly announced that he would make donations to the following war charities: The American, Italian, and Japanese Red Cross; the Y. M. C. A. and the Y. W. C. A.; the Knights of Columbus; the Jewish Welfare Board; the Salvation Army; the Belgian, Serbian, Armenian, Rumanian, and Montenegrin sufferers; the Navy League; and also to a large number of persons for personal war charities in widely separated regions. The language accompanying two of these gifts should be quoted. One of the statements was:

> To Langdon Warner, Acting American Vice-Consul at Harbin and Vladivostok for the Czechoslovaks, the extraordinary nature of whose great and heroic feat is literally unparalleled, so far as I know, in ancient or modern warfare, $1,000. In this case, as in all the cases that follow, the value of the money contribution amounts to so little that it seems hardly worth sending, but the money was given to me by the Nobel Peace Prize Committee for my action in connection with the peace of Portsmouth, which closed the Russo-Japanese War, and I wish to use it in part to show my admiration for the high heroism of the peoples who have done most and suffered most in this great war to secure liberty for all those nations, big or little, which lead self-respecting and orderly lives and act justly and fairly by others.

The other was:

> To Judge Joseph L. Nunan, of Georgetown, Demerara, for wounded soldiers and their families in Ireland, $500. I send this through Mr. Nunan because he believes in Home Rule within the Empire, and stands uncompromisingly for prosecuting the war against Germany with all possible efficiency until the enemy is overthrown.

The query arises as to whether Mr. Roosevelt might possibly have accomplished more good by giving the fund as a lump sum to some one organization. It certainly would have been easier that way. But Mr. Roosevelt chose another way, incidentally showing the wide range of his interests and knowledge, and accomplishing several things otherwise impossible. In the first place, he gave himself the satisfaction of showing to many persons and societies that he trusted them to make proper use of his money; he distinctly attached no conditions to his gifts. In the second place, he gave the benefit of his indorsement to many

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little-known but highly serviceable forms of relief and agents of relief. And, in the third place, he was able to use his donations, as in the case of the fund for wounded soldiers and their families in Ireland, as a means of emphasizing certain principles and policies.

GOSSIPS BEWARE

The "Red Cross Bulletin" reports an interesting case under the Espionage Act recently tried in the United States District Court in Wisconsin. The defendant was charged with accusing the Red Cross and the Y. M. C. A. with being a bunch of grafters and saying, "Not over ten or fifteen per cent of the money collected goes to the soldiers or is used for the purpose for which it is collected." Apparently no evidence was offered on the trial by the defendant to sustain the truth of these accusations. The Espionage Act provides that whoever, when the United States is at war, shall willfully make or convey false reports or statements with intent to interfere with the operation or success of the military or naval forces of the United States, or promote the success of its enemy, shall be liable to a fine of not more than $10,000 or imprisonment for not more than twenty years, or both. The defense seems to have rested upon the claim that charges against the integrity of the Red Cross or the Y. M. C. A. were not in violation of this law. The answer of the Judge to this contention is thus reported by the "Red Cross Bulletin:"

> Can a man who contaminates the spring at its source avoid responsibility because the resulting damage occurs at the mouth of the stream? Can a resident of this country avoid responsibility for remarks the effect of which is to interfere with the raising of the funds by which the Red Cross is maintained when he would be liable if he interfered with the same organization in its field of activity? Without funds the organization cannot successfully carry on its work. In fact, one of the chief purposes of the organization is to convey from the citizen at home to the citizen in arms that which means to the latter greater comfort and greater efficiency. This is possible only by the judicious use of the moneys donated by the supporters of this war. To cripple the force collecting the funds by the spreading of false reports interferes with "the operation of success" of the work and is actionable.

This decision is of importance because it apparently is based upon the doctrine that in a democratic country a democratic organization co-operating with the military forces of the government is in so far identified with them that any interference with their co-operating work is interference with the operation of the military forces of the government.

UNCOMPROMISING WOMEN

The letter of Mr. Lloyd George, British Prime Minister, to the Interallied Women's Congress adds another to his distinctions. In it he says:

> My experience in South Wales last week has confirmed me in the belief that the women there understand perfectly what is at stake in this war. They do not mean to make peace until the Allies have made it impossible for another carnival of violence to befall mankind.

As justifying this tribute we quote the following from the platform of the Women's Party in England:

> War till victory, followed by a peace imposed upon the Germans and their allies which, by withdrawing subject populations from their control and by reducing their mineral and other war-like resources, will make it physically impossible for the Germans to wage another war with any prospects of success. . . .
>
> The adoption of more radical and vigorous war measures, with a view to securing complete and speedy victory. Such measures to include:
>
> Food rations, accompanied by the development of communal kitchens, so as to economize domestic labor, reduce food waste, and guarantee to the people the best possible food at the lowest possible prices, cooked in the most skillful way, so that its full nutritive value may be secured.
>
> All non-essential industry to be now reduced, and even prohibited, in order to liberate additional labor power for agriculture and war industry and fighting power for the trenches.
>
> Efficient and loyal public service to be guaranteed by ridding all Government departments of officials having enemy blood or connections, and of all officials who have pacifist and pro-German leanings, or have displayed lack of the necessary zeal and competence.

In addition, as a further indication of feminine acuteness, the protest of the Women's Party in London to Mr. Lloyd George concerning Bulgaria should be noted:

> The Women's Party, having noticed a rumor that Bulgaria may declare herself a republic, nevertheless feels assured that the British Government, having regard for the fact that the Bulgarian people are equally responsible with their sovereign for the aggressive and iniquitous national policy of Bulgaria, which is the Prussia of the Balkans, will refuse to make any compromise peace with Bulgaria whether that country be under a monarchical or a republican régime, especially in view of the fact that any form of compromise peace would invoke spoliation of our faithful and heroic allies Serbia, Rumania, and Greece.

A general election is impending in Great Britain. Under the new Franchise Act, admitting women, the electorate will be greatly enlarged. Of the position of the women towards returning the present Government, Mrs. Pankhurst, the English suffragist leader, says, as reported by the New York "Times:"

> It has been stated that our party was in favor of the Socialist Labor programme. That is the very one we have been fighting against. Lloyd George has not got a machine behind him in the coming general election like the "Wait and See" Liberal leader, Asquith, but he has the women voters with him, and we are fighters from the start.
>
> All the real English people who believe in the win-the-war policy will stand solid with Lloyd George, and the only ones against him will be the pacifist "Germany-is-not-so-bad" type and the backers of the Bolsheviki propaganda now being circulated in England.

Germany has reason to fear when such words come from women.

VOTING WRONG AND RIGHT

By the defeat of James K. Vardaman in the Mississippi primary for re-election to the United States Senate President Wilson has won a triumph for the Nation. The President's declaration that Vardaman's re-election would be regarded "as a condemnation of the Administration" turned the tide against that would-be statesman, though Mr. Harrison might have won anyway. A characteristic statement of Senator Vardaman's is one quoted by the New York "Times," that "the United States stabbed Germany in the back while France and England held her down."

In the Nebraska primaries, George W. Norris, also one of the "willful twelve" Senators, but of a far different sort from Senator Vardaman, secured the nomination for re-election. We do not know that the Administration opposed him on any other ground than that he was a Republican.

To our mortification, we find that, through an inadvertence, certain names were omitted in our recent list of the members of the Sixty-fifth Congress who voted right on the declaration of war and on the Conscription Bill. The members omitted were Representatives Bankhead, of Alabama; Scott, of Iowa; Goodall, White, and Hersey, of Maine; and Zihlman, of Maryland. Any one who assumes that because of our regrettable omission they voted wrong is grossly mistaken; they have clean scores and should be given credit for them.

The case of Mr. White is specially to be noted, as his opponent for the nomination in the Maine primaries is former Congressman McGillicuddy, who, according to the National Security League's chart, voted wrong on four of the six principal preparedness measures in the Sixty-fourth Congress. A closer examination of Mr. McGillicuddy's record, we are told, will disclose that these are not the only votes of the kind; that he either voted against or did not vote at all on amendments for increasing aircraft production, for larger appropriations for coast defense cannon, and on the effort to secure larger battleship programmes.

THE BIBLE IN CHINA

The first version of the Bible in China was that of Dr. Joshua Marshman, and was published in 1820. The translation

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CARTOONS OF THE WEEK

Rogers in the New York Herald

OUT OF THE WILDERNESS

THE RUSSIAN PEASANT'S REAL FRIENDS ARE COMING TO HELP HIM

From Esquella (Barcelona, Spain)

BLIND, DEAF, AND DUMB
"Long live Spain!"

A SPANISH CARTOONIST'S VIEW OF SPAIN'S HUMILIATING ATTITUDE BEFORE GERMANY

From the Memphis Commercial Appeal

LABOR'S LIFT

Satterfield in the Peoria Transcript

THE GIRL HE LEFT BEHIND HIM

THE WORKERS WHO ARE HELPING TO WIN THE BATTLES IN FRANCE

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by Dr. Morrison, of Canton, which, completed in that same year, was published in 1823. Those who tried to put these Bibles into circulation faced great difficulties, and it was considered no small feat that during the year 1822 "the greater part of five hundred copies of the New Testament and some books of the Old Testament had been put into circulation." A far cry that to 1916, when the Bibles put into circulation by the American Bible Society alone numbered 2,274,710 copies.

The American Bible Society began its real work in China in 1834, in the face of great opposition on the part of the authorities of China. The Christians were accused of all sorts of evil intentions, and it was even said that their Bibles were saturated with a poisonous material in order to destroy those who received the books. Gradually the opposition of the Chinese was overcome. It was found that, instead of giving away the Bibles, a more successful way to get them into circulation was to sell them at a nominal price. In selling the books native colporteurs proved very useful.

From a trusted special correspondent of The Outlook in the Far East we learn that Dr. John R. Hykes is still in charge of the work of the American Bible Society in China. During the forty-five years that he has been there, and particularly during the twenty-four years that he has been with the Society, the work has made great strides. The circulation for his first year as agent was 305,715, an increase of 52,840 over the best previous record. At the same time the cost of distributing the Bibles was reduced by one-third for each thousand copies. Altogether, in twenty-four years Dr. Hykes has put more than eighteen million Bibles in circulation in China.

Dr. Hykes abolished the practice by which local missionaries formerly kept the small profits on their sales for their expenses. He now has under him five paid white superintendents, who have under them in their respective districts paid Chinese directors of the many voluntary Chinese workers who do the bulk of the actual distribution. Of Dr. Hykes's work our correspondent says:

"Americans who rejoice at the great strides which have been made in carrying the teachings of Christ among the vast population of China may thank Dr. Hykes, for in a large degree the success of the effort has been due to his tact, business sense, and unflagging energy."

CANNING

Reports from the Department of Agriculture, and especially from the National War Garden Commission, indicate that the present season is marking an unprecedented amount of canning, insuring the harvesting and preservation of our summer crop of spinach, peas, tomatoes, corn, and other vegetables, as well as a great variety of small fruits.

The industry in New York State is specially large, and is particularly active in the northern region. In the last two seasons crops of vegetables were light; the present crop is fine. Moreover, canners have extended their acreage, thus still further enlarging their production.

Yet the amount of money that they have been able to procure from the banks with which they deal has been inadequate to enable them to continue their business and save perishable food products. Meanwhile the cost of containers and other expenses had increased. The situation was precarious. Aid, to be of real value, was needed quickly; otherwise many perishable food products would be lost, to the great detriment of canners and the consuming public, as well as our soldiers overseas.

The canners appealed to the War Finance Corporation, recently organized by Act of Congress. The Corporation suggested a plan under which relief might be given. The main feature of the plan was a carefully controlled system of warehousing goods at the respective canning plants, so that the necessary adequate security might be obtained for the money advanced, as required by the War Finance Corporation Act. A Warehouse Company was organized by the canners with paid-in capital of $100,000. This company issues receipts for goods stored, which receipts, to the extent of 125 per cent of the cost value of goods, form the basis of collateral to secure the respective loans to the canners. The company is managed by eleven representative canners of New York State. The arrangement provides that every canner in the State may avail himself of the facilities afforded, and no canner will be refused relief if he is worthy of it and has the required security.

It is a satisfaction to add that the operation of this plan has already relieved the situation and has averted the serious food loss that confronted the canning industry of New York.

A BILL OF FARE FOR WAR TIMES

Six thousand meals using only fifty pounds of sugar for all purposes is the record established by the cafeteria in the Food Administration Building at Washington. This is at the rate of one pound to one hundred and twenty meals, and is in some contrast with what the Food Administration is asking the American housewife to do to save sugar—to use two pounds per month per person, or one pound for forty-five meals.

The Food Administration announces that it feeds an average of six hundred persons per day for the noon meal, and the sugar ration mentioned covers its use for all purposes, including tea, coffee, desserts, and in cooking. Most of the desserts contain such substitutes as honey, maple syrup, white syrup, or corn syrup, and the use of sugar is confined almost exclusively to tea and coffee, for which there is a large demand. Every patron is asked if he desires sugar in his tea or coffee, and, if so, it is served in uniform quantities at the time the cup is filled.

No wheat in any form has been served, not even in cooking. Bread is made of corn-meal, potato, rice, barley, and corn flours. This has been found to work well from a palatable as well as a nutritional standpoint.

Beef is served only once a week, and then in some form which presents the opportunity of stretching the quantity used, such as in stews, croquettes, casseroles, and soufflés. Fish is served twice a week as a main dish, but is frequently used in salads.

The cafeteria is self-supporting, and its use of substitutes (quite contrary to the widespread belief that substitutes are more expensive) has enabled its management to serve its menus at low prices, as may be seen by such items as these:

Baked mackerel—parsley sauce	.10	Tomato and egg salad	.10
Cold tongue	.10	Maple nut pudding with whipped cream	.05
Potatoes au gratin	.05	Watermelon	.05
Corn on cob	.05	Fresh peaches, each	.03
Rice or corn muffins and butter	.05	" plums	3 for .05
Cheese	.05		

THE AIRPLANE SCANDAL

THE revelations concerning American inefficiency in supplying airplanes to the Army which have been made in the report of the sub-committee of the Senate Committee on Military Affairs and in the testimony of Major-General William L. Kenly, Chief of Military Aeronautics, ought not to surprise the country. They had been foreshadowed in this and other journals. Many months ago The Outlook reported to its readers, in several articles, the deficiencies and failures in our airplane production. We had at that time reliable reports from trustworthy sources that all was not going well. We asserted that our Army was not getting airplanes, and was not likely to get them, under the prevailing conditions of organization and manufacture. In January last we said editorially:

> What is the duty of the American public, whose fighting sons, brothers, and husbands are awaiting the weapons with which to win our victory? The unpardonable sin is indolence and lassitude, or the paralysis of official red tape hidden under the plea of military secrecy; and it is the sin of the public if it permits inaction. In the light of the rifle and machine-gun revelations, it seems necessary that the public should demand the truth concerning our airplane situation.

Criticisms of this kind aroused a storm of protest. The Outlook, as well as other journals which were trying to tell the truth for the good of the country, received letters accusing them of a lack of patriotism and loyalty. Some of our readers told us that we were actuated by partisan bias and were trying to discredit the Administration. But nothing that we said six or eight months ago concerning the mismanagement of our aircraft programme compares with what is now said by members of the Senate Committee especially designated for this investi-

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gation. This investigating sub-committee consists of two Democrats, Senator Thomas of Colorado and Senator Reed of Missouri, and two Republicans, Senator New of Indiana and Senator Frelinghuysen of New Jersey. The sub-committee, of which Senator Thomas is chairman, after calling attention to the fact that on June 8, 1917, the Government announced that a great fleet of 25,000 airplanes was about to be created, and to the fact that on July 24, 1917, Congress appropriated $640,000,000 to carry out this programme, says: "In the opinion of the Committee, a substantial part of the first appropriation was practically wasted." The Committee makes no allegation of corruption, leaving that aspect of the case to the special investigation which ex-Justice Hughes is now carrying on. But it does assert that there was favoritism in making contracts and unbusiness-like confusion, waste, and lack of co-ordinated authority. The Committee makes several practical recommendations of reform, of which the two most important are, first, the creation of a Department of the Air with a single head, who would presumably be a member of the Cabinet. This plan has already been adopted by Great Britain with notable success. The second recommendation is a commission of engineers and pilots for observation at the front.

This report of the Senate Committee of the disheartening and almost scandalous situation in the American production of military airplanes is confirmed by General Kenly in the evidence, just published, which he gave before the Senate Military Affairs Committee.

General William L. Kenly is a graduate of West Point and has been in the service for nearly thirty years. He was in action in Cuba during the Spanish War and in the Philippine Islands. He was appointed to his present post as Chief of Military Aeronautics last spring. He reports that he found great confusion in the airplane organization, and defined the entire situation as "a mixed-up jumble." He urges the creation of a Department of Aeronautics with a secretary in the Cabinet.

A significant feature of his testimony was his assertion that, to the best of his knowledge, and he of course is in a position to know as much about the airplane situation as any one in the country, not a single American-made machine was, as late as July 20, used by our fliers on the other side. He and two of his subordinates, Colonel Bane and Major Reinhart, who also testified, named certain American-manufactured airplanes as "unsafe and dangerous." Ten days before this testimony appeared, a gallant young American aviation officer, who has just had a most dramatic fall in an American-made machine, in which, although he escaped with his life, he was severely injured, told one of the editors of this journal that all the American fliers on this side distrust the structural strength of this particular machine. What can possibly be worse for the morale of our Aviation Corps? To supply our fliers with machines in which they have no faith because they have tried them and discovered their weakness is nothing less than a crime.

We have done wonders with our man power. Our soldiers are the best in the world. Our training camps have been a complete success. The knowledge and practice of the art and science of fighting shown by our soldiers and sailors have been unsurpassed in history. Their mechanical equipment ought to be of the very best, and the United States is capable of producing the very best if the production is properly organized and directed. We regret to have to say that the country will hold Secretary Baker personally responsible for the collapse of our aircraft programme. He has resisted the formation of a single department with a Cabinet head. The President ought not to permit this resistance any longer. As Commander-in-Chief of the Army and Navy President Wilson is entitled to the profound thanks of this country for his remarkable accomplishments in organizing the largest, finest, and most efficient body of fighting men that any republic has ever sent to war. By using the same methods in producing its equipment that he has used in organizing this Army he will add to the debt of gratitude his country already owes to him. We wish that the President might realize this and create a special department with a man of power and authority at its head. This is the only effective remedy for the War Department's present failure in airplane production. To put, as Secretary Baker has now done, the matter in the hands of an Assistant Secretary of War is something, but not enough.

WHAT THE IRISH WISH

A subscriber asks us to tell our readers in clear and simple terms what the Irish wish. Impossible! For they do not themselves know what they wish. The British Government asked them to meet in convention and formulate their wish that it might be presented to Parliament. They met in convention, and, after several weeks of debate, adjourned without being able to reach any conclusion. Individually Irishmen wish inconsistent things, collectively they can agree upon no common expression of a united desire. What one group eagerly demands another group as eagerly abhors; what one group regards as evidently right another group passionately denounces as palpably wrong.

Roughly speaking, the Irish may be divided politically into three groups.

One group desires Irish independence. John Devoy, an Irish Fenian, defined their wish over forty years ago in the following sentence: "The recovery of Ireland's national independence, and the severance of all political connection with England." The Sinn Feiners of to-day are the successors of the Fenians of the last century. Independence is their wish.

A second group desire home rule, but not independence. They desire to remain a part of Great Britian, entitled to her protection and to a share in the Imperial Government. But they desire an Irish Parliament to manage Irish affairs, with the right of regulating "all matters relating to the internal affairs of Ireland." These are the Nationalists.

The third group wish to leave well enough alone. They desire no constitutional change in the relation of Ireland to Great Britain. One of their number has thus defined their wish: "The business men of Ulster are generally inclined to censure the Government for too much weakness and vacillation in enforcing the law. We want a settled policy that will insist on punishing crime and supporting the law."

The conflicts between these three groups are due in part to prejudices inherited from the past; in part to differences in racial temperaments; in part to a difference in religious faith. In general the first group are Roman Catholics and Celts, and live in the southern part of Ireland; the third group are Protestants, descendants of an English colony planted in Ireland in the reign of Henry the Eighth, and live in the northern part of Ireland; the middle group occupy a position midway between the first and the third, and include Roman Catholics and Protestants, Celts and Anglo-Saxons. They have been described by a recent English writer as "a practical party taking what they could get, and because they could show ostensible results they have had a greater following in Ireland than any other party."

Irish independence would be impossible for Great Britain and grossly unjust to Ireland. Shakespeare truly interprets the Englishman's estimate of his native land:

> "This precious stone set in the silver sea,
> Which serves it in the office of a wall
> Or as a moat defensive to a house,
> Against the envy of less happier lands."

On this wall, this moat, the welfare, if not the existence, of Great Britain depends. How could England consent to see this wall thrown down, this moat filled up, a foreign country inhabited by a hostile people planted at her doors, and Ireland made a rallying-place for England's enemies and Ireland's harbors nests for U-boats to prey upon English commerce? Irish independence, impossible for England to grant, would be disastrous for Ireland to receive. For it would give Ireland over to factional fights and resulting anarchy. Before the English conquered Ireland and established in that unhappy land law and order "endless civil wars distracted the island;" "the feuds of the Irish septs were as bitter as their hatred of the stranger." The Church shared in the general strife: "Feuds and misrule had told fatally on ecclesiastical discipline;" "the bishops were political officers, or hard fighters like the chiefs around them; their sees were neglected, their cathedrals abandoned to decay; through whole dioceses the churches lay in ruins and without priests." So long as the present feuds between the Irish factions continue, so long as the Irish meeting in constitutional convention cannot agree on any common plan for self-government, so long as southern Ireland invites German

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invasion against England's rule, and northern Ireland threatens armed revolt against Irish rule, and the Church continues to foment bitter strife between the factions, so long it is certain that independence would bring upon Ireland the civil wars of the past, and England would be compelled to interfere in order to re-establish law and order.

Home Rule has much to commend it. Americans are used to local self-government and instinctively desire for other peoples what has proved so great a boon to their own land. But there are serious practical difficulties which have hitherto prevented the establishment of local self-government for Ireland. The relation of Scotland, Wales, England, and Ireland to each other is more like that of the counties in one of our States than like that of the States in the Union. One Parliament legislates for all four countries. To leave Ireland without representation in Parliament would deprive her of all part in the great affairs of the nation. To leave her representatives in Parliament and at the same time create an Irish Parliament to govern in local matters would give Ireland authority over such questions as the land tax, the housing of the poor, the regulation of the liquor traffic, conditions of suffrage, and the like for the English people, while the English people would have no authority respecting similar matters in the government of Ireland. To the American a federal system in which every component part of the British Empire should have some share in the Imperial government and each colony and province should have independent authority in local legislation seems an ideal. But to expect the English people to undertake so radical a reconstruction of the British Empire while this war is absorbing all their thoughts and energy is not reasonable.

And yet the American cannot agree with those who, whether Irish or English, think no change in the constitutional relations of England and Ireland is desirable. It is true that the injustice of England's rule is a thing of the past; it is true, as our contributor Charles Johnston told our readers in The Outlook of week before last, that "the wrongs of Ireland have long since ceased to exist except on paper or in the chatter of politicians." Nevertheless good government is not a substitute for self-government. Self-government is the passion of the age. We are demanding it in America for our cities and for our political primaries. Initiative, referendum, and recall are all extensions of the principle of self-government. Women demand the ballot, not because government is bad, but because they wish a share in the self-government of the state. Even the children are eager to take part in the government of their schools. And twenty-three civilized nations are engaged to-day, at an incredible sacrifice, in fighting to make it possible for those nations which believe in self-government to establish and maintain it. Ireland will never be at peace until England finds some way in which to unite local self-government in the island with a share in the national government of the Empire. This is her problem. The lamentable failure of the Irish Home Rule Convention has not been without its uses, for it has demonstrated that the Irish people cannot agree upon any solution of the Irish problem, and they have by their failure effectually, though unintentionally and unconsciously, thrust the responsibility of finding a solution of that problem back on the people of Great Britain.

THE POEMS OF JOYCE KILMER

There are two kinds of poetry—the static and the dynamic, the pictorial and the evocative, the expository and the creative. The one tells the whole story, and the reader praises or yawns; the other gives a hint, and with a sudden, unexpected analogy or imaginative flash stirs the reader's imagination to complete the vision according to the experience and the needs of his own spirit. Static poetry is really not poetry at all. It is prose for one reason or another set to dubious music. It is important only when it is a path leading to the top of the mountain where the view is; or when it is a spring-board from which the swimmer dives off into the deep pool. Even in the greatest poets the percentage of lines that are static and those that are dynamic—the percentage, that is, of pedestrian prose and winged poetry—is a hundred to one. We plow through the hundred lines and keep our Miltons and our Wordsworths complete in ten volumes on our shelves for the overwhelming wonder of that hundred and first.

Joyce Kilmer, who died heroically in France early in August, was in no sense a great poet. The greater part of his two or three slender volumes is not poetry at all, as he, who was a keen and just critic, would be the first to admit. It is verse of charm and tenderness and whim, now humorous, now devotional, always sincere, sane, wholesome, vigorous, courageous. It reveals a man one would have loved to know, a man with more than a touch of Eugene Field and Whitcomb Riley, praising the homely things they praised, revealing the gentle tolerance they knew. He sings of the "Twelve-Forty-five" rushing past Paterson, whose

> "foolish warring children keep
> The grateful armistice of sleep."

He sings of the delicatessen-man and of the "Servant Girl and Grocer's Boy:"

> "Her lips' remark was: 'Oh, you kid!'
> Her soul spoke thus (I know it did):
>
> 'O king of realms of endless joy,
> My own, my golden grocer's boy,
>
> I am a princess forced to dwell
> Within a lonely kitchen cell,
>
> While you go dashing through the land
> With loveliness on every hand,'"

and so forth. He sings of "Main Street" and of "Dave Lilly," the drunkard and ne'er-do-well whose ghost still fishes the fished-out streams on the sides of Greylock; he sings of the deserted house, the "house with the broken heart;" of the snow man the children made in the front yard. He sings of the poet's

> "unappeasable hunger
> For unattainable food,"

and of the eager soul's reaching out for Christ. In quiet, musical measures he sings of the common experiences of common men.

Yet it is not because of these snatches of fancy or whim or religious fervor that a lover of poetry will in these furious times call upon his harried fellow-men to pay tribute to this poet buried in a forest in France. It is rather in spite of them that we praise him. For these poems are static. They tell what there is to tell; we commend or we yawn; we pass on; we are not kindled.

But that is not the end. Twice in his brief career this gallant and graceful spirit, whose poetry was, in the main, the frail and imitative poetry of journalism, came face to face, once with the wonder and once with the terror of life, and was moved to create. He looked at a tree and made a great discovery, and no one who has read the poem that Joyce Kilmer made in celebration will ever look in wonder at a tree again without remembering what Kilmer said of it and of its brethren:

"TREES

> "I think that I shall never see
> A poem lovely as a tree.
>
> A tree whose hungry mouth is prest
> Against the earth's sweet flowing breast;
>
> A tree that looks at God all day
> And lifts her leafy arms to pray;
>
> A tree that may in summer wear
> A nest of robins in her hair;
>
> Upon whose bosom snow has lain,
> Who intimately lives with rain.
>
> Poems are made by fools like me,
> But only God can make a tree."

When the Lusitania was sunk, Joyce Kilmer was for a second time shaken to the depths, and in "The White Ships and the Red" wrote a ringing ballad of dismay and anger that was clear, powerful, and imaginative. By these two poems the people of the days to come will remember Joyce Kilmer. His heroic death for a great cause will give them an added touch of beauty. But they do not need a fortuitous circumstance to make them memorable. They stand by themselves.

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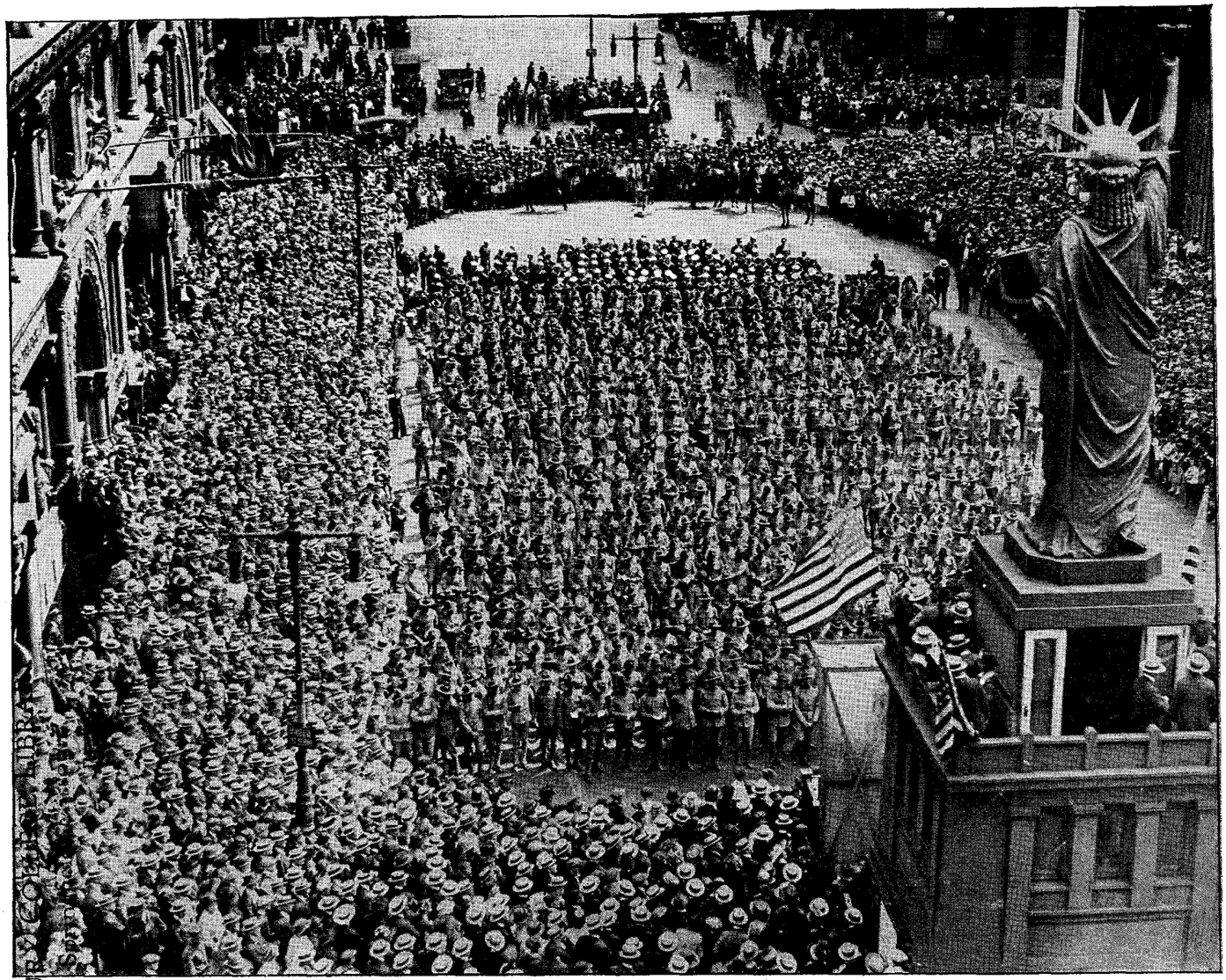

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PHILADELPHIA AND THE "LIBERTY SING"

"UNDER the sharp necessity of organizing every element of the National life for winning the war, of creating vast stores of food and munitions, and insuring their utmost efficiency by instilling the spirit of victory into those who make them and those who use them, the Government of the United States has given official recognition, for the first time in its history, to the art of music. 'Everybody sing' is the order which has gone out from official Washington. And it is being executed, not in the spirit of docile obedience, but in the high enthusiasm with which men gratify a need long felt."

So writes Mr. Harold P. Quicksall to The Outlook, and adds that the Government's espousal of music is significant not only as a war measure but as an important milestone in the progress of American musical culture. Ever since the establishment of skilled symphony orchestras here, he says, America has been gathering repute as a "musical Nation." Various responsible agencies have computed in recent years that the American people are expending annually for the making of music upwards of $600,000,000. Few European artists of distinction of the last few decades have failed to display their art in American cities, and since 1914 New York City has without question been the musical capital of the world.

The American people love to hear music well performed, and they pay millions in cold cash for the best. They care enough for music to beckon across the Atlantic the most talented performers that Europe can train. But, as Mr. Quicksall points out, they have not taken music seriously enough as an art to vote public funds for its encouragement.

Now, however, in the second year of its war, the United States Government has set in motion comprehensive machinery for setting the American people to making music themselves, not merely listening to others make it.

And this, as Mr. Quicksall shows, is for the very practical purpose of revealing the National soul to itself, of firing it with vigor and steeling it to meet triumph and trouble with unbending will.

Professor Spalding's recent article in The Outlook on singing in cantonments, showing the high place in which these "sings" are held by the men both in camp and at the front, proves the inseparable relationship of music and war.

The illustration printed above calls attention to the emphasis of that relationship by community singing. To-day the people of Philadelphia are singing in their homes, in small groups about their doorsteps, in their theaters, and in throngs ten thousand strong in their parks and public squares.

Mr. Quicksall informs us that recently some twelve hundred sailors and Marines from the Philadelphia Navy Yard marched to the City Hall and to a reproduction of the Bartholdi Liberty Statue (which one notes in the illustration), where a crowd of many thousands awaited them. They had a Liberty Sing. The enlisted men sang like a trained chorus. The public sang. Then both groups sang together.

In Philadelphia, so Mr. Quicksall says, the opera, theater, or vaudeville performances are not infrequently interrupted while a leader appears before the curtain and conducts a Liberty Sing. You meet singing bands on the Philadelphia streets, and the Philadelphian's luncheon club is quite certain not to disperse without giving voice to "The Long, Long Trail" or "Keep the Home Fires Burning."

The aircraft factory in the Philadelphia Navy Yard, Mr.

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Quicksall adds, has its specially drilled chorus and the Marine bands are trained to a high state of efficiency. Lay musical organizations journey to the Y. M. C. A. "hut" at the Navy Yard to give entertainments for the enlisted men. At the noon hour the employees in some of the mills gather to sing the songs that the enlisted men and the public alike have come to relish.

This is, however, hardly developing a new idea so much as it is adapting an old. It is shaping the idea and practice of community singing to its purpose of strengthening war-time morale. Doubtless the Philadelphia public would not have accepted the Liberty Sing so readily had it not been accustomed to the Community Sing. At the first of a series of Sunday Community Sings held last summer by Mr. Albert Hoxie, one of the pioneers of community music, some three thousand residents of the city district were present; at the last there were at least ten thousand. Such a preparation represented weeks of work saved for the Liberty Sing Commission.

It is probably the realization of this fact which has impelled the Government officials responsible for the promotion of the National programme to signify their intention of duplicating the Philadelphia organization and methods in other cities.

Liberty Sings are, after all, applied Community Sings. This realization has gone far towards clarifying the purpose and rendering true the aim of "Singing to Win the War."

For, as Mr. Quicksall affirms, community music leaders have learned certain primary lessons. They have learned that the charms of music—and hence its effects—are largely bound up with understanding and association; that great, simple music of overwhelming power and breadth of dignity, like the Russian national anthem, for instance, is not to be found for the looking or written for the asking. They have learned that the noisiest ragtime air often voices the emotions of millions.

So the heads of the movement, says Mr. Quicksall, "have wisely parted company with the dwindling group of community music leaders who would either start their singing with classical music or adhere through all time to the songs of Stephen Foster. They have recognized the middle ground. Their numerous song booklets constantly include new numbers—the songs the people would ultimately sing in their homes and on the streets whether or not they received official recognition. And their programme is empirically correct."

It is evident, we hope, that in planting the Liberty Sing in every city, town, and village of the Nation the United States Government is making substantial progress in the solution of two National problems. As Mr. Quicksall says: "No direct testimony from enlisted men or the folks they leave behind is necessary to prove the inspiriting values under the stress of war of a Liberty Sing; it is only necessary to look into the upturned faces of any audience and heed the volume of sound it thunders forth."

We hope that the Philadelphia idea of Liberty singing, founded on community singing, will spread to every one of our cities and towns. Every one needs the war value of a Liberty Sing. Every one needs, through a Community Sing, the deep implanting of the genuine spirit of song.

VACATIONS DE LUXE FOR AMERICAN SOLDIERS IN FRANCE

BY JOSEPH H. ODELL

SPECIAL CORRESPONDENT OF THE OUTLOOK IN FRANCE

LONG stretches of monotonous labor of an unfamiliar kind, amid uninspiring conditions, far removed from all the accustomed compensations, unrelieved by the normal interludes of domestic relaxation—such is the lot of the overwhelming majority of our soldiers in France.

Some of them fight and will fight, but even with the infantry and artillery the glorious red moments of delirious warfare are rare. They may be in the trenches for weeks before the fateful whistle blows some morning in the gray of dawn. There are weary, weary hours of watching, days of digging, weeks of snail-like movement toward the front lines, months of back-tiring and soul-tiring training. The romance and glamour and intoxication are all crowded into a brief but gorgeous fraction of time which is the heroic epoch of the individual and the Nation.

Back of those sacred and sanguinary front lines stretch innumerable camps, big and little—away back, right through France to the Alps, the Mediterranean, or the Atlantic. And there the men work, work, work, in glue-like mud or gray dust, until the soul within them grows small and hard and bitter. They came out here with valor beating like a triumphant chant in their hearts; what religion they originally possessed had turned to a passionate romance; what patriotism they had known was keyed to the clarion blast of self-forgetful combat. They landed in France as a host of heroes, with hardly a reluctant or timid spirit among them. They would have fought at any moment, singly or as divisions, with all their equipment or with their bare fists; but throughout all the weary months they have had to work. Work! Just work! Erecting camps, building camps, transporting supplies, felling forests, digging experimental trenches, making aviation fields—rough, common, monotonous work, but the kind of work which will win the war.

So they grow tired and homesick and self-despising. When men fall into such a state, they lose morale. It cannot be explained to each and every one of them, in terms that spray inspiration over their jaded lives, that they are really winning the war. No one can turn the tasks of the bakers, the sawmill operators, the quartermaster's box-bearers, the pick and shovel gang, the transport mechanics, into so many hundreds of thousands of perpetual epics. The men simply grow stale and sullen; they continue to work, but there is no elation in their labor; they continue to live, but there is nothing spontaneous in their living.

How to relieve them, to reinvigorate them, that has been the question. Their lot is inevitable; ninety-nine one-hundredths of an army's life must be humdrum and inglorious. How to save their bodies, their minds, their souls—that is the spiritual problem of the military command. And, above all, democracy dare not fail in the attempted solution. If our men should sink to the level of mercenaries, democracy would have lost itself in trying to save itself.

Thus the question of vacations for our soldiers became a vital problem, inseparably connected with the winning of the war and indissolubly a part of our mission to humanity. After months of circumscribed toil our men must have a rest, and such a rest as can bring back the best and sweetest elements of their home life. It must be sane and wholesome, but, above all, it must reach beyond the muscles and into the brain and heart. Our French allies can go home on leave and live again for a few days with their loved ones amid the vineyards or on the boulevards, in the country they adore or the city of which they are enamored. All over France I have seen the *poilu* on leave, sitting at his doorstep or in a café with his dear ones about him, and every one so happy.

Our British cousins go back to "Blighty" for a few days; and even the colonials feel that England is next door to home. But to our troops home is impossible. Some of them have been over here for more than a year, and, much as they may admire France, its ways are still strange to them and its pleasures can never be theirs. So the American military authorities are establishing "leave areas," into which our men can go for brief vacations and where they will find such relaxations as will take away their war weariness, their homesickness, their feeling of

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individual futility, or whatever self-revulsion may have gathered in their hearts during the months of inglorious and grueling labor.

Savoy, with Aix-les-Bains as the center, has been established as the first "leave area." The entire scheme seemed to me to be so reasonable and so necessary that I spent four days in Aix in order to see for myself how the men responded. In the first place, Aix is the Mecca, in times of peace, of European royalties, big and little, and American millionaires. For situation it is a place beyond description. All around us are the noble peaks of the French Alps. The town lies close to the turquoise waters of Lake Bourget; historical monuments abound even back to Hannibal's Pass, through which the intrepid general led his elephants; in the town the hotels are unsurpassed anywhere in Europe—vast and sumptuous palaces; the Casino (now the headquarters of the Y. M. C. A.) has long been second only to Monte Carlo for gayety, brilliance, and gambling; the thermal baths are world famous; and the parks and walks are places of refined beauty.

Nothing is too good for the American soldier. He may come from a rude cabin in a clearing on the slope of a Tennessee mountain, or from a tiny frame cottage in a squat Middle West village, or from a tenement in the purlieus of one of our vast cities, but he walks and lives and acts like a king in gorgeous Aix-les-Bains. (Three enlisted men are now billeted in the royal suite once occupied by Queen Victoria.) The military authorities have leased three-quarters of all the hotel accommodation of Aix and the vicinity for our soldiers. Not only is their transportation furnished by the Army, but their board and lodging are also paid, and they live as well as any one need wish to live on this earth. Do they appreciate it? Yes, in a way. There is no groveling gratitude; they simply take it all as if it was theirs by right, as if they had earned it—which indeed they have. Those who are entirely unfamiliar with such splendor quickly find their feet and move about among it all unabashed.

But it must not be thought that French fashion and beauty have entirely abandoned the place. The *élite* are still here, and mingle freely with our men on the streets, in the parks and places of amusement. There is no incongruity. Our men behave as gentlemen, and in the four days of my visit here I have not seen a single element or semblance of vulgar rowdyism on the part of the American soldiers. Trim and straight and with quiet dignity and self-respect they move about, and no one has cause for complaint. Such a result, however, is not due to chance. If hundreds of men had been dumped into Aix, or any similar place, with no occupation but to sit about the cafés or roam the streets, there would have been trouble. It is at this point that the Y. M. C. A. emerges in a most important rôle. Working hand in hand with the military authorities, the Y practically takes over the lives of the men from the moment they arrive in Aix.

First and foremost—incidentally, one of the boldest things any philanthropic institution has ever done—the Y. M. C. A. has taken over the magnificent world-famous Casino for the period of the war. We have nothing in America to compare with the Casino, with its acres of ballrooms, assembly halls, gambling-rooms, concert piazzas, covered terraces, etc. There is a theater in the building capable of holding one thousand people; and dining-rooms and reading-rooms and approaches innumerable, through beautifully developed gardens, with fountains and lawns and green bowers. Now it all belongs to the Y. M. C. A. for the benefit of the American soldier on vacation.

Working in this center there are seventeen Y. M. C. A. male secretaries, and about twenty-five Y. M. C. A. women. These inspire and guide and control the social life of the place. There is something going on all the while to meet the taste of the most dissimilar men: movies in one room, vaudeville in another, a dance in a third, a billiard tournament in a fourth, while the foyers and library and writing and dining rooms are also abuzz with soldiers. On one evening the men had a choice between Madame Réjane playing in "Sans-Gêne," a movie, or a dance. On Sunday evening, following a religious song service, the men could choose between a movie and a concert. The concert, excellently rendered, was patronized far more liberally than the movie, and, when the programme is considered, it is a great compliment to the taste of the American soldier. The men enjoyed every piece, judging by the applause. Here is the programme just as it was distributed:

Y.M.C.A. GRAND CERCLE—AIX-LES-BAINS. Y.M.C.A.

Dimanche 21 Juillet 1918, a 9 heures

SOIRÉE MUSICALE

Orchestre sous la direction de M. Gerald Reynolds

Solistes

Mme. Madeleine Caron, Contralto. Mme. Martha Rennesson, Pianiste des Concerts Lamoureux

Mr. Guy Maier, Pianiste

PROGRAMME

Orchestre

a) Hymne Belge
b) Sérenade à Columbine *Pierné*
c) Au Bord de la Mer *Dunkler*

Mme. Martha Rennesson

a) Le Coucou (Cuckoo) *Daquin*
b) Romance *Fauré*
c) Rhapsodie n. 11 *Liszt*

Mme. Madeleine Caron

a) A Toi *Bemberg*
b) Triste est le Steppe *Gretchaninow*
c) Les Fées *Saint-Saëns*

Mme. Madeleine Caron

a) La Cloche *Saint-Saëns*
b) Aria de Samson et Dalila

Orchestre

Peer Gynt (Suite) *Grieg*
1. Le Matin (Morning)
2. La Mort d'Ase (Ase's Death)
3. La Dance d'Anitra (Anitra's Dance)
4. Dance la Halle du Roi de Montaigne (In the Hall of the Mountain King)

Mr. Guy Maier

Étude en Forme de Valse (A Study in Waltz Style)

Orchestre

Danse Macabre (Dance Macabre) (Poème Symphonique)

In the matter of outdoor sports the Y. M. C. A. controls, by arrangement or lease, practically all the facilities of the region. During his eight days' vacation, at the very minimum cost, the soldier may take the Y. M. C. A. steamer up Lake Bourget to the rare old monastery where the Dukes of Savoy lie buried; he may go by train to the summit of Mount Revard, from which the snow-clad peak of Mont Blanc seems only a stone's throw away, and from which point also he can look across into both Switzerland and Italy and down upon the Chartreuse, and trace the lines of several glaciers; he may go by train, bicycle, or on foot (always personally conducted and instructed by a Y man) to a dozen other spots of natural or historic beauty; he may swim, or go fishing, or play tennis, golf, or baseball; or, if he prefer a less strenuous life, he may lounge in the gardens or upon the terraces, listening to band concerts or meeting refined and interesting American women on terms of equality such as he knew at home. Thus a soldier can have any type of vacation he prefers, but always one that will refresh and strengthen him, that will take the weariness out of his body and the irritation from his mind, and charm away any devil that is infesting his spirit.

Aix-les-Bains is only one vacation center. Many, many more are to be opened rapidly. I visited two others, one of them an extremely interesting spot—Chambéry, the capital of Savoy. It is the center from which the Blue Devils come, the most feared of all the soldiers of France. By great good fortune the Y. M. C. A. secured the château of the Count of Boigne for its center, much of the furniture being left in the famous house. The pictures on the walls have been gathered and loaned by a committee of citizens, and every canvas is well known in the *salons* of Europe. Adjoining the Y. M. C. A. château is the castle of the Kings of Italy, belonging to the Savoy family since the year 1200. The esplanade of this castle has been turned over to our soldiers by the Préfet, or Governor, of Savoy, together with several tennis courts in the royal grounds. In spite of the apparent grandeur, the place has been made homelike. The Y. M. C. A. ladies cook all the things the men like most; they organize dances, games, trips, concerts, etc. One of the best compliments I heard to the Y. M. C. A. in France was in Chambéry, where I was told that the *demi-mondes* say they cannot understand how the American women can make such a wonderful place that the soldiers are utterly indifferent to the illicit pleasures they themselves offer.

The work of the Y. M. C. A. in the front-line trenches is instinctive. Any one, any organization, would be proud to give

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comfort and aid to the men just going over the top or just returning from the fray. It is heroic work, but it is instinctive and elemental. The work in the camps and posts is more or less stereotyped; necessarily it must be so in order to fit in with the routine of the day's military work. But here in the "leave areas" the Y work is shot through with genius, for it is an opportunity such as the world never presented before. For eight days the Y. M. C. A. is home, mother, father, playmate, friend, leader, teacher, chum, and servant of the soldier. Everything that brains can devise or money secure is lavished upon these tired men, and they are sent back to their units happier and stronger, and ready for another stretch of drudgery or another adventure with death.

Somewhere in France, July 25, 1918.

JOYCE KILMER

AUGUST, 1918

BY AMELIA JOSEPHINE BURR

Joyce Kilmer, a graduate of Columbia and Rutgers, a member of the staff of the New York "Times," himself a poet of achievement and promise, some of whose verses have appeared in The Outlook, was a sergeant in the American Army in France, where he was killed in action in August, at the age of thirty-one, leaving a wife and four little children. His Lusitania poem, originally published in the "Times," was widely copied in the United States, Great Britain, and the British colonies. An estimate of his poetry appears in the editorial pages of this issue.—THE EDITORS.

Surely the saints you loved visibly came
To welcome you that day in Picardy—
Stephen, whose dying eyes beheld his Lord,
Michael, a living blade of crystal flame,
And all the flower of heavenly chivalry
Smiling upon you, calling you by name.
Leaving your body like a broken sword,
You went with them—and now beyond our sight
Still in the ranks of God you sing and fight,
For death to you was one more victory.

SHOULDER STRAPS: HOW TO WIN AND WEAR THEM[1]

ESSENTIAL MILITARY QUALITIES AND HABITS

BY CHARLES F. MARTIN

LIEUTENANT-COLONEL, UNITED STATES CAVALRY

It is not only to officers, or those about to become officers, that the suggestions in this article apply, but to all who have direction of others.—THE EDITORS.

SELF-CONTROL

SELF-CONTROL, or self-government, is essential in exercising command. A commander who cannot control his emotions of anger, excitement, etc., or who is swayed by his impulses of vanity, egotism, ambition, or personal prejudices, cannot obtain the best results from others, nor give his own best service to the cause.

Not only must an officer set an example of self-control, but he should in every possible way strive to teach the habit to his men, particularly in regard to their passions and appetites, the indulgence of which will quickly ruin their bodies and render them unfit for duty and bring discredit upon the uniform and disgrace upon the nation they represent.

COURAGE

Physical courage is naturally associated with ideas of deeds of valor; it is expected of a soldier. It is usually an acquired habit, based upon moral courage.

There is little use in telling a man not to be afraid; but there is use in telling him that, no matter whether he is afraid or not, he will not run away. He will stay because he is facing a danger common to all, because his comrades on his right and his left are going to stay, because he would rather die than run away. It is his moral force, in other words, that will keep him from yielding to the impulse to run away.

The truth of this is verified by incidents like one that occurred in a Canadian regiment in France. The regimental commander wanted a certain bridge to be held at all costs until the arrival of expected reinforcements. He could spare only a fraction of his force to hold it. He confided the mission to a captain, who selected fifty men for the task. The detachment had hardly got into position when the Germans rushed the bridge. With their machine-gun and rifle fire the Canadians stopped the rush. The Germans formed and reformed, only to have their assaults break down under the fire of the defenders. Then the German artillery intervened, and the captain began rapidly to lose his men. He himself was soon killed, but his junior leaders, in turn, took command until there remained but a corporal and eight or ten men. The corporal said: "Men, we must either get out of here or die; as for me, I prefer to die here." Every man stayed with him. The corporal was killed, and soon there was but one man left able to fire a gun. This lone soldier, amid the bodies of his comrades, got a machine gun into action and held the bridge till the reinforcements arrived. He had been wounded eight times, and died before he could be taken to the rear.

DEVOTION TO DUTY

I think it was Cromwell who said that the fighting strength of an army depended upon every man's knowing and loving what he was fighting for. Of some men we feel that when they are given a thing to do that thing is going to be done.

The officer who is brutal or arrogant, who believes solely in driving men like beasts of burden, cannot inspire confidence or inculcate the spirit of duty. Neither can one who is vain or egotistical, who puts his ambition for personal advancement before his duty to the cause. Confidence is not to be won by posing, by affecting an interest that is not sincere, by false methods of seeking popularity.

Confidence is destroyed by an attitude of indifference, the "don't-care" attitude, the attitude of the man who does just as little as he can, and keeps his eye on the clock for quitting time.

To instill into his men his own spirit of devotion to duty is the constant care of the leader. He cannot be everywhere present; yet duty must everywhere be well done. If Jack does his watch or sentry duty honestly and efficiently, Bill and Jim, and all the others whose turn it is to rest, can do so with confidence that the gas alarm will be sounded in time to save their lives, or that, if the enemy attacks, he will not get at them before Jack gives warning. They will feel that Jack is "on the job."

If Bill and Jim like to feel that when Jack is on duty it will

[1] The counsel concerning the duties of young officers embodied in this article and in that in The Outlook for August 28 by the same author will be included in a book entitled "Winning and Wearing Shoulder Straps," to be published by the Macmillan Company. Publication authorized by the War Department.

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be well done, they must realize that they must give Jack the same right to confidence in themselves.

LOYALTY

The habit of making disparaging remarks about superiors or about subordinates is subversive of discipline; it tends to weaken or undermine the authority of other leaders and to lessen respect for them. As a habit it is contagious and cumulative.

With reference to his superiors, an officer stands in exactly the same relation as that of his subordinates toward himself. If he has the habit of disparaging criticism, he is simply a stumbling-block in the way of the cultivation of that mutual confidence and faith which are necessary to effective team work.

It is a particularly bad habit to reprimand junior leaders in the presence of the organization. This is not only the hardest kind of reprimand to endure—involving as it does personal humiliation—but it is a blow at the authority of the junior and at the confidence placed in him by the organization.

The commander is of course responsible for the discipline and training of his subordinates and his organization. The proper way to bring to their attention mistakes at drill or on the maneuver field is not by reprimands before their organization.

LEADERSHIP AND COMMAND

There is no cut-and-dried formula for leadership. The power of leading men may be totally absent in the most profound scholar, and may exist to a high degree in an illiterate man.

A natural leader, moreover, may be unfitted for command. Commanding means something more than leading, something more than the mere power of obtaining obedience from men.

In watching children at play it is not unusual to see one who is doing all the thinking and directing. He tells this one to bring bricks or pieces of wood, that one to place them in position, another to do something else. His comrades all work under his direction in building the playhouse or the fort, with no thought of questioning his authority. They are obeying, and are happy in so doing. He is directing. He is a natural leader.

In the military service we want as leaders men who have these natural qualities.

This magic power of leadership, in the warfare of to-day, must be peculiarly the quality of the platoon leader, because he leads his men on the battlefield.

RELATIONS TO SUBORDINATES

A commander must be able to distinguish between essentials and non-essentials, or merely desirable phases of activities; in other words, he should be able to grasp the spirit behind the form. If he can perceive only the letter instead of the spirit of the regulations, for example, he will not be able to make his training progressive, because he will be unable to recognize values and purposes; or he may perhaps keep his officers so busy writing out elaborate reports of no special value that they cannot get their troops trained; or he will be lost when he cannot remember what the book said. He cannot adjust, cannot meet new situations. With him it is all theory and no practice.

One of the lessons of the battle of the Somme (discussed in the "Journal United Service Inst., India") was:

> There is only one way of getting a thing done—whether it is digging a post hole or capturing a country, and that is to trust your man, give him what he asks for (within the bounds of common sense) and judge him by results alone. If you have trained him properly, he will not betray your trust nor ask for unnecessary things. If he does not get results, if he fails through his own fault, replace him. But if you have trained him properly he will not fail.

Be very slow to condemn minor mistakes made in an effort at initiative. Commend the intention and point out where better methods might have been used.

The commander is dependent for his success upon the efficiency of his subordinates; he has his duties, they have theirs. The commander should keep to his rôle; if he cannot do that, he is likely on the battlefield to be directing a squad when he ought to be directing his battalion or his regiment; such things have happened.

A man may be mediocre or merely good in one capacity, but a genius in another. He should be serving in the rôle to which he is best fitted, working where he can do the most good. Don't be so narrow-minded as to perceive only the defects of your subordinates or associates; most men have some defects. Know your men and how to handle them.

PLATOON LEADERS

You will place a man as a sentinel, alone perhaps, isolated, in the darkness, in the mud, the cold, in deadly danger. What thoughts will keep him alert on his post?

The thought that he is standing between the enemy and his comrades behind him—more than that, between the enemy and his country, his homeland; the thought that he is there because his leader wants him there—that leader who has looked out for him, saved him so far as it was humanly possible from cold, from hunger, and from suffering, who has always been fair and square with him, who has proved himself to be a man and a friend.

When the time comes for the supreme, crucial test, for the assault; when the platoon is to go over the top into the swirl of bullets and shell, into the face of death—and your muscles tense for the spring—what is going to take every blessed man of them with you to strike at the gates of hell?

Your leadership and the love they bear you.

How are you going to bring these things about?

By your fine character, your thorough training—your own and that you have given your men; by the care, the fine, thoughtful care, you have taken of your men, and by the friendship and affection you have given them.

You have made their drills short, vital, pulsating affairs that have stirred their blood and enthusiasm and brought them to the razor edge of efficiency; you have kept them provided with shoes and warm clothing; you have taught them the joy of clean, strong bodies and of a smart, soldierly appearance, kept them from sore and blistered feet and from disease; you have procured comfortable billets for them whenever possible, rustled firewood to warm them, had the food on hand when they were hungry—only you and God have at times known how; you have given to this one the word of encouragement he needed; that one has caused you trouble, you have had to correct him, but you have saved him from himself and made him a soldier; you have always been fair and just; you have never failed them, and you have been their friend. Follow you! Yes, they will follow you. They will die for you, and greater love than this hath no man.

NON-COMMISSIONED OFFICERS

Non-commissioned officers are to the company what the reinforcement is to concrete. They hold it together and give it strength.

The corporal must be a man who can be relied upon; he is pre-eminently a man who gets things done. He must make it his business to find out what is expected of him, and make prompt, resourceful action a habit.

The sergeant has more authority than the corporal and more responsibility. His promotion means that he has made good as a corporal and has shown qualifications for command.

The non-commissioned officer is at a disadvantage in being taken from the ranks where he has lived in close, familiar relations with the men over whom he is, by his promotion, given authority. He needs strength of character to adjust himself to the changed position.

Non-commissioned officers, like platoon leaders, should be natural leaders of men. They must know how to give orders and how to enforce them. They must learn how to get things accomplished through their own forceful personality. A non-commissioned officer who merely tells a man to do something, and depends upon higher authority to enforce the execution of it, is nothing but a messenger boy; he is of no use to his officers or to his company.

A Frenchman who was one day talking to me of his military experiences said some things that are worth bringing to the attention not only of non-commissioned officers, but of the men who at first find irksome the firm, impartial administration of the military service. He could not at first see the reason for a lot of things that he afterwards learned to understand. For example, he and some young comrade—like himself, just called to the colors—who had been out for a walk or other form of amusement during the hours of relaxation, and who had not wanted to lose a minute of their pleasure, would come running back to quarters, only to arrive, panting and dripping with per-

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spiration, half a minute late at the great iron gate leading to their barracks. It would be closed. Before allowing them to pass the sergeant in charge would take their names. That meant a report and two days' confinement during the recreation period.

The young men thought that was very hard, in view of the tiny fraction of time by which they were late and the desperate efforts they had made to arrive on time. But the sergeant was inexorable. They grumbled much at his inhumanity.

Afterwards, this man said, he came to see that the old sergeant was right. If one who arrived half a minute late were excused, another half a minute behind him would think he had just as good a reason for leniency; and so would the next, a minute or two later—and so on, until men would be straggling in at all hours. If you have a sliding limit, you have no limit.

Never in its history has warfare been a matter of such thoroughness of detail.

PUNISHMENTS

Study very carefully the purpose of the punishing power vested in you, and the manner in which it should be exercised.

In administering punishments the character of the offense must be taken into consideration, and the previous record and service of the offender. Be lenient toward minor faults and mistakes due to inexperience. Never allow a fault or a mistake to pass unnoticed; but remember that a word or a glance may often better serve the purpose of correction than a penalty. For the first offense, or the second, a word may serve to put the man on the track; if he is not the right sort, if he willfully repeats the offense, refuses to be advised or warned, the situation must be promptly and vigorously dealt with. Punishment must promptly follow the offense.

Explain to the men why faults cannot be allowed to pass unnoticed, why corrections must be applied. It is for the protection of the team.

Do not let soldiers receive the idea that they must do their duty through fear of their leaders. Never accompany an order for the performance of duty with a threat of punishment. Duty and discipline are not based upon fear.

Teach your man to do his duty *because he is a soldier;* teach him that to be a *soldier* in our Army is something to be proud of and something to live up to.

DRILLS AND INSTRUCTION

It is well known that if you tickle the ear of a sleeper with a feather he will brush at the feather without waking up; similarly he will move his arm or his leg to avoid the irritation. If something flashes or breaks suddenly before your opened eyes, they will quickly close before your mind has become conscious of the danger.

It is something like this involuntary or reflex action that we must develop in the loading and firing, the thrusting and throwing, the assaulting of a trench, etc.

If soldiers are made to understand this, it will take away some of the tedium which they experience in doing over and over the same thing.

Explain the purpose of the drill or exercise. Many men do not understand the reason for such things. Explain also why so much repetition is necessary; explain what the automatic power thus gained will some day do for the men.

With men untrained in attention fifteen minutes is about the maximum for the best work; this may be increased gradually to thirty. Make every minute count in this best-work period. Then it is better to change the drill.

Stimulate interest on the part of the men by asking them questions about the drill or exercise, its purpose, the reasons for repetitions, the necessity of making every bit of it accurate, vigorous, and snappy. If they can be stimulated to thinking about the deeper meaning underlying their work, they will take an interest in making it thorough.

Do not let slow men hold back faster men. Group the slow men under the very best instructor; they are the ones that need him. Never allow fun to be made of a slow, clumsy, or awkward man. Don't laugh at him; show him that you sympathize with him, and that you want him to make good. In this way you will pull him over.

It is not the pitch of your voice but the concentrated energy and will in you that makes a command ring true.

ESSENTIAL DETAILS

Closely connected with the matter of co-ordination, already discussed, comes the subject of attention to details. The war of to-day is a war of details.

By details we mean, of course, essential details—those that will or can affect the issue.

Command implies responsibility for details. It may take the work of many individuals to look out for all these details, and the company is provided with lieutenants and non-commissioned officers to assist the commander in the work incident to supply and administration; but the fact remains that the company commander is responsible that the work is performed, that the details are looked after.

It is not sufficient to lay the blame for neglected details upon somebody else if you are responsible for the actions of that somebody else. It may be his business to procure certain articles, to attend to certain duties; it is your business to see that he does it.

THE LEADER AND HIS MEN

Show appreciation of good service. Praise should not be cheapened by too frequent use, but unusual merit or effort should be recognized. A little judicious encouragement is often of untold value. Tact is just as necessary in military life as elsewhere.

Encourage the initiative of soldiers. In warfare of to-day initiative is tremendously needed from private soldiers as well as from officers. Hundreds of examples might be cited to show the exercise of initiative and quick decision by private soldiers. To mention only one, told by Captain Jean des Vignes Rouges in his "L'Ame des Chefs:" A group of soldiers were in a shell hole or a piece of an old trench, separated from their organization, with which they had started as one of the waves of an assault. Their leader had been put out of action; not even a corporal was with them. Bullets were whistling over their heads. Most of them were for clinging to the shelter till nightfall; indeed, it seemed nothing but suicide to attempt anything else. One of them, however, felt the urge to action; he kept trying to see what was going on in No Man's Land. He managed by careful observation to locate some German machine guns which were in operation, and which had undoubtedly caused the assault wave to break down. Finally he perceived that some more companies of the French were forming behind a little crest, preparing for a renewal of the assault. The German machine guns would enfilade the companies when they came over the crest. He saw that the men with him in the trench could by advancing a bit out of the shelter bring a deadly fire upon these machine guns. He explained this to his comrades, and jumped out of the trench, shouting to them to follow him. In a flash they were all firing on the machine guns at the moment that these were about to open on their comrades. "And that is how corporal's chevrons are won."

The true leader is the friend of his men because he has in his heart the love of mankind, because he works with and for them, sacrifices for them, develops the best that is in them, watches them grow in character, sees them prepared to give their all—their lives—to their country.

WHY ARE YOU A SOLDIER?

If a man hasn't in him the love of his country, he is in the wrong country or there is no country that he can call home—he's a man without a country.

If a man can't feel that he wants to make the world a better place for himself, he ought to want to make it better for others more helpless than himself. An English coal-miner left his underground labors, his wife and children, and enlisted. He did not have to do this; he could have had an exemption. When asked why he wanted to enlist, he said that when he and his mates learned what was being done to the women and babies of the world, learned of the terrible sufferings of helpless human beings, they decided that it was their business to help put a stop to it. And he wanted to fight to make the world safe for women and babies. He had the spirit of true manhood.

The spirit of duty to the Nation, to the world, is based upon the love of the community, the love of one's fellow-men. It is a form of team spirit, and should pervade our army from general to private. The supreme thing is service, when service is founded upon love.

"When we try," Dr. Cabot has written, "to serve the world (or to understand it), we touch what is divine."

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THE GOVERNMENT AS RAILWAY MANAGER

HUMANIZING THE SCIENCE OF RAILROADING

BY THEODORE H. PRICE

Washington, D. C., August 26, 1918.

To the Editor of The Outlook:

In sending you the subjoined I feel that it is proper that I should inform you that I have received several letters alleging that my previous article on the same subject was "inspired" or written out of a partisan enthusiasm for Governmental management of the railways as one of the things the present Administration has brought about. These charges are in a measure true. For years I have been an enthusiast in regard to what could be accomplished with the transportation facilities of the country under unified management. My enthusiasm has not been diminished by the close study I have recently been able to give the subject as an officer of the United States Railroad Administration.

The increase in efficiency and the savings that can be effected by synthesizing independent, competing, and unco-ordinated lines and by eliminating unnecessary duplication in service seem to me to be so self-evident that they need no demonstration.

My views and my convictions upon the question are doubtless manifest in what I write, but they are the result of careful study, and are not inspired by partisan enthusiasm or my present official association. It is impossible for me to conceal my enthusiasm for the things in which I believe, and I doubt whether the ability to camouflage one's belief by what is called the "judicial attitude" is consistent with the constructive temperament or a constructive philosophy. THEODORE H. PRICE.

IN an article upon this subject published in The Outlook of August 7 I dealt briefly with the magnitude and complexity of the problems confronting the United States Railroad Administration in the work of taking over and synthesizing the American railway system with its 1,700,814 employees. Because the congestion and delay encountered by the traveling public in the purchase of tickets and the reservation of sleeping accommodations was at that time a subject of general comment I also attempted to describe the measures that were being taken to relieve it.

It is now my purpose to sketch briefly the organization that has been created by Director-General McAdoo to operate the roads and the reforms and innovations that have thus far been introduced or planned.

The central administration at Washington, which under the Director-General is responsible for the operation of the railways, has for its chief officers:

W. G. McAdoo, Director General.
Walker D. Hines, Assistant Director-General.
Oscar A. Price, Assistant to the Director-General.
John Barton Payne, General Counsel.
John Skelton Williams, Director of Division of Finance and Purchases.
Robert S. Lovett, Director of Division of Capital Expenditures.
Carl R. Gray, Director of Division of Operation.
Edward Chambers, Director of Division of Traffic.
Charles A. Prouty, Director of Division of Public Service and Accounting.
W. S. Carter, Director of Division of Labor.
Theodore H. Price, Actuary.
M. B. Clagett, Private Secretary to the Director-General.

Mr. Henry Walters, Chairman of the Atlantic Coast Line, who was until recently an active member of this organization in charge of the standardization of motive power, has at his own request been released from constant attendance in Washington, but he continues nevertheless to render highly valuable services in an advisory capacity as a member of what has come to be called "the Director-General's personal staff."

The members of this staff are of course supplied with the secretaries, assistants, and clerks that they require in their work, but the Director-General's policy has been to keep the Washington organization as small as possible and avoid imposing upon the railways an unwieldy and expensive central administrative bureau.

Associated with the Washington administration are various committees to whom are referred numerous problems that involve public hearings and deliberate investigation. Among them may be mentioned the Railway Wage Commission, composed of Franklin K. Lane, chairman, J. Harry Covington, Charles C. McChord, and William R. Willcox. Of this Commission F. W. Lehman was counsel and W. A. Ryan was secretary. Its work, which is now completed, included the report upon the wages paid to the railway employees in the United States, upon which the Director-General's action in ordering a substantial advance in wages was based.

There is also an Advisory Committee on Finance, consisting of Franklin Q. Brown, chairman, Festus J. Wade, Frederick W. Scott, and James H. Wallace. The duties of this Committee are to investigate and advise with regard to the financial problems that come before the Director of Finance and Purchases.

Then there is a Board of Railway Wages and Working Conditions, that has been created to hear and investigate matters presented by railway employees or their representatives affecting—

(1) Inequalities as to wages and working conditions, whether as to individual employees or classes of employees.
(2) Conditions arising from competition with employees in other industries.
(3) Rules and working conditions for the several classes of employees, either for the country as a whole or for different parts of the country.

The duties of this Board are advisory and its recommendations are submitted to the Director-General for his consideration.

There is also the Railway Board of Adjustment No. 1, formed to deal with any disputes that may arise between the employees in train, engine, and yard service and the railways, and the Railway Adjustment Board No. 2, which has a similar function to perform in dealing with any dispute that may arise between shop employees and the railways.

For the sake of public convenience and efficiency in operation the railway mileage of the country has been divided into seven regional districts, each of which has been assigned to the management of a Regional Director who has general charge of railway administration in his district. Under these Regional Directors come in turn District Directors, in charge of subdivisions of the regional districts; Federal Managers, in charge of the more important single divisions or groups of less important lines; General Managers, operating the minor divisions; and Terminal Managers, having control of all terminals at the more important centers and ports.

The Regional Directors are of course subject to the authority of the Washington administration, but, as they are all men of experience and distinction as railway executives, they are accorded large discretion in the management of the properties under their control.

The geographical boundaries of the various regional districts are suggested rather than defined in the accompanying map.

It is, however, impossible to map these districts accurately. Territorially they overlap each other in every instance, because the railway lines under the management of each Regional Director penetrate areas that are also included in other regional districts. The districting has had for its purpose the assembling under the management of each Regional Director the larger por-

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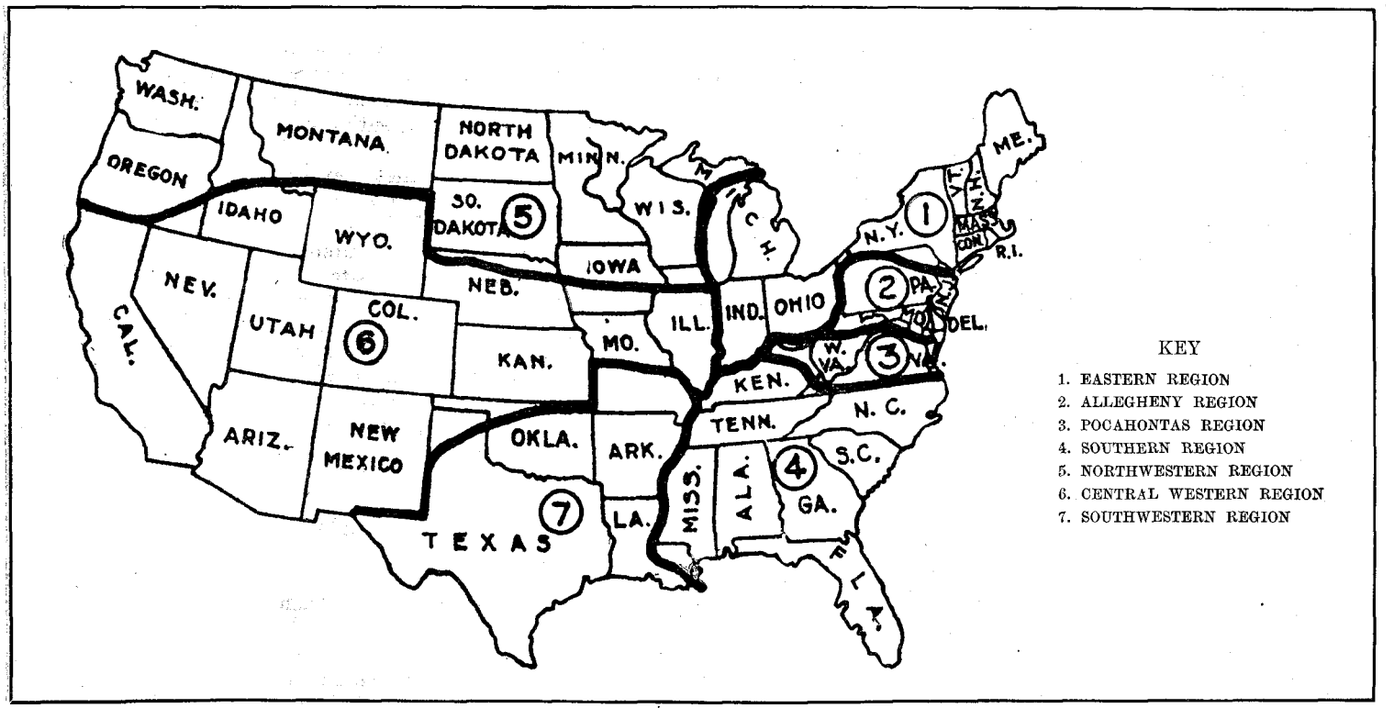

tion of the mileage serving his territory. The limits of administrative authority are therefore determined rather by the railway lines than by geographical boundaries, for they have been fixed more with regard to the movement of traffic and the service of the public than the conventional State boundaries or groupings.

Thus it has been deemed wise to put the Pennsylvania lines and the Baltimore and Ohio lines east of the Ohio River in the Allegheny District, and those west of the Ohio River in the Eastern District, which contains the whole of the New York Central Division. This course has been followed in pursuance of a policy that contemplates the preferential use of the more northerly trunk lines for fast through freight and passenger traffic between the Chicago District and the East, thereby releasing the lines in the Allegheny District for the distribution of the enormous traffic that originates in the Pittsburgh district, where congestion of local and through freight in the past has created some of the most costly and exasperating blockades that have been known in the history of American transportation.

A better idea of the method followed in this regional districting and the more important railway systems in each district may perhaps be had from the following brief statement:

The Eastern District, A. H. Smith, Regional Director, New York, comprises the lines located chiefly in the New England States, in New York State, in the northwestern portion of Pennsylvania, and in Ohio, Indiana, and Michigan.

Some of the more important lines included in this district are the New York, New Haven, and Hartford, the Boston and Maine, the Boston and Albany, the New York Central, the Nickel Plate, the West Shore, the Delaware and Hudson, the Delaware, Lackawanna, and Western, the Baltimore and Ohio lines west of Pittsburgh, and the Pennsylvania lines west of Pittsburgh.

The Allegheny District, C. H. Markham, Regional Director, Philadelphia, comprises the lines located chiefly in the State of Pennsylvania, the northern part of West Virginia, and some of the lines traversing Maryland and New Jersey. It also includes the Long Island lines as an extension of the Pennsylvania lines east of Pittsburgh.

Among the more important lines in this district are the following: The Baltimore and Ohio and the Pennsylvania lines east of the Ohio River, the Bessemer and Lake Erie, the Central of New Jersey, the New York, Philadelphia, and Norfolk, the Philadelphia and Reading, and the Western Maryland.

The Pocahontas District, N. D. Maher, Regional Director, Roanoke, Virginia, contains most of the east and west lines traversing Virginia and West Virginia and a certain portion of the mileage penetrating the coal-fields of Kentucky and southern Ohio.

Among the more important lines in this district are the Chesapeake and Ohio lines east of Louisville, Columbus, and Cincinnati; the Norfolk and Western; and the Virginian. The terminals of all railways at Norfolk, Portsmouth, and Newport News, Virginia, and the Norfolk and Portsmouth Belt line are also assigned to this district.

The Southern District, B. L. Winchell, Regional Director, Atlanta, Georgia, includes most of the north and south lines traversing the territory south of the Ohio and Potomac Rivers and east of the Mississippi River.

Among the more important lines in this district are the Atlantic Coast Line, the Seaboard Air Line, the Southern, the Norfolk Southern, the Louisville and Nashville, the Florida East Coast, the Central of Georgia, the Alabama Great Southern, and the Illinois Central lines south of Cairo, Illinois.

The Southwestern District, B. F. Bush, Regional Director, St. Louis, includes most of the lines south of the Missouri River, running generally southwest and traversing the States of Missouri, Arkansas, Oklahoma, Texas, and Louisiana west of the Mississippi.

Among the more important lines in this district are the International and Great Northern, the Kansas City Southern, the Missouri Pacific System, the Missouri, Kansas, and Texas, a certain portion of the Rock Island lines, the St. Louis and San Francisco, the Texas and Pacific, the Wabash from St. Louis to Kansas City and Omaha, the Gulf, Colorado, and Santa Fé, the Fort Worth and Denver City, the Southern Pacific lines east of El Paso, and the Texas and New Orleans.

The Central Western District, Hale Holden, Regional Director, Chicago, comprises the lines running in a southwesterly direction from Chicago and Kansas City to and toward the Pacific Coast. The mileage of this district traverses the States of Illinois, southern Iowa, northern Missouri, Kansas, Nebraska, Wyoming, southern Idaho, Colorado, New Mexico, Utah, Arizona, Nevada, and California.

Among the more important lines in the Central Western District are the Union Pacific; the Atchison, Topeka, and Santa Fé; the Chicago, Rock Island, and Pacific, excepting that portion of its lines that are included in the Southwestern District; the Chicago and Alton; Chicago and Eastern Illinois; the Chicago, Burlington, and Quincy; Colorado and Southern; the Oregon Short Line; the Southern Pacific lines west of El Paso and Ogden, except north of Ashland, Oregon; the Western Pacific; and the El Paso and Southwestern.

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The Northwestern District, R. H. Aishton, Regional Director, Chicago, contains most of the mileage running west and northwest of Chicago and Kansas City to and toward the Pacific coast. Generally this mileage traverses northern Illinois, Wisconsin, Minnesota, northern Iowa, northern Nebraska, North and South Dakota, Wyoming, Montana, Oregon, and Washington.

Among the more important lines included in the Northwestern District are the Chicago and Northwestern; Chicago, Milwaukee, and St. Paul; the Chicago-Great Western; the Great Northern; the Minneapolis and St. Louis; the Northern Pacific; the Minneapolis, St. Paul, and Sault Ste. Marie; the Oregon-Washington Railroad and Navigation Company; and the Southern Pacific lines north of Ashland, Oregon.

A Marine Section of the Division of Transportation with headquarters at Washington has also been created, and a manager of this section has been appointed to supervise the operation of the steamship lines owned by the railways, the object being to co-ordinate their services more completely with the railways, as well as with other shipping.

Two Inland Waterways Districts have thus far been created; namely, the Mississippi and Warrior Rivers District, of which M. J. Sanders, of New Orleans, has been made Federal Manager; and the New York and New Jersey Canals District, including the Erie Canal with its connecting waterways and the Delaware and Raritan Canal, of which G. A. Tomlinson has been made Federal Manager.

This is a brief outline of the scheme of organization that has been set up and the duties assigned to its more important officials. Inasmuch as the corporate organizations of the various companies owning the railways taken over must be preserved, and the officers of those companies have duties and responsibilities to their stockholders and creditors that may not be identical with the interests of the United States Railroad Administration in operating the properties as a synthesized system, it has been deemed wisest to relieve these officers of all responsibility for Government operation, and while many of them will remain in the employment of the companies that they serve they will have no functions to perform in so far as the operation of the railway properties during the period of Governmental control is concerned.

This management will be exclusively in charge of the Regional Directors, the Federal Managers, and the General Managers, appointed by the Director-General, who will report to the central administration in Washington. That there may be no question of dual allegiance on their part, these Federal appointees have been required to terminate all their relations with the corporations, whether as officers or directors. The policy of the Director-General in thus differentiating between the corporate officers and the Federally appointed operative officers has resulted in some misconception.

It has been erroneously stated that the presidents of the railways were "discharged." Such is not the case. All of the railway corporations are officered by presidents and as many other officials as their directors find it necessary to employ, but these officers are not officers of the United States Railroad Administration.

While prior to Government control there could be no competition in the matter of the freight or passenger rates charged by the various railways, there was active competition in the solicitation of both freight and passenger business. In the larger cities nearly all the roads maintained separate ticket offices and employed many solicitors whose duty it was to try to get shippers to route freight over the lines they represented.

As under unified management the freight and passenger earnings all go into a common fund, there has ceased to be any reason for inducing passengers or shippers to patronize a special route.

This elimination of competition has made it possible to consolidate the ticket offices and dispense with the freight solicitors. It is estimated that some $23,000,000 a year will be saved by the adoption of this policy as it is already being applied. In the larger cities the numerous ticket offices maintained by the separate railways have been consolidated, and it is now possible for a traveler to purchase a ticket for any one of the available routes at a single office. The change, like all changes, resulted in some inconvenience when it was at first introduced, but the public is rapidly coming to appreciate its advantages, and as soon as it shall have been possible to recruit the depleted ticket-selling force by the addition of trained women the saving in time that the new plan renders possible will doubtless be apparent. It is in the line of scientific progress and economy, and its logic is indisputable.

Another innovation that may be regarded as in the line of scientific economy is what is in railway parlance described as the "rerouting of freight." When the railways were in competition, it was to the financial interest of a given line to carry the freight the longest possible distance over its own lines. In doing this it was assured of a larger share of the through rate than it might have been able otherwise to secure. The result was that those railways which had the best solicitors sent the traffic they secured over their own lines, which were often circuitous and longer than the competing routes.

Now the United States Railroad Administration tries to send the freight that it carries by the shortest routes that are available, provided the grade and condition of the shorter route make its use possible.

Great progress has been made in this direction, especially in the West, and many new through lines are being developed. One of them, from Los Angeles to Dallas and Fort Worth, is over five hundred miles shorter than the routing via the Southern Pacific lines formerly much used. Another, from the oil-fields at Casper, Wyoming, to Montana and Washington State points, is 880 miles shorter than the route formerly used. Fruit from southern California to Ogden is hauled 201 miles less than by the route previously used. Still another route between Chicago and Sioux City is 110 miles shorter than the one previously used. A new route between Kansas City and Galveston has been developed which is 289 miles shorter than the 1,121 miles previously traversed. Eighty-eight miles have been saved by devising a new route between Mason City and Marshalltown, Iowa, and 103 miles by a new route between Fort Dodge, Iowa, and Chicago. The route from southern California to Kansas City has been shortened by 234 miles.

As one example of the economy that has been thus made possible it may be mentioned that recently during a period of about sixty days some 8,999 cars were rerouted in a certain Western territory, so as to effect a saving in the mileage traveled by each car of 195 miles, equal to a total of 1,754,644 car miles.

These are only a few of the mileage economies in the routing of freight and passengers that have already been applied. Instances could be multiplied, but those mentioned are sufficient to indicate the progress that is being made in this work. It means a substantial reduction in the cost and time of transportation between many given points and the more intensive employment of both the rolling stock and equipment of the railways.

Another important economy has been effected by the elimination of unnecessary passenger trains. Between many of the larger cities of the country served by competing railways there was a surplusage of elaborately equipped trains. In many cases they started and arrived at the same time. Some of them were only half filled. Thus, for instance, there were two twenty-hour trains between New York and Chicago that left and arrived at the same hour. Between Chicago and St. Paul there were three or four trains leaving about six o'clock in the evening and arriving at practically the same hour the next morning. There was a similar duplication, and in some cases a triplication or quadruplication, of service between many of the larger centers. In the winter there were three Florida flyers between New York and Jacksonville. One train run in two or more sections when necessary would have served the public traveling to Florida just as well.

Many of these unnecessary trains have been eliminated. In the territory west of Chicago and the Mississippi River passenger trains that traversed an aggregate of 21,000,000 miles a year have been done away with. The saving, estimating the cost of hauling a passenger train at one dollar a mile, which is less than the present expense of operation, is approximately $21,000,000 annually. The public is just as well served, and the roads over which the abandoned trains used to be moved have been freed for freight and local traffic. In the Eastern district unessential passenger trains that used to travel 26,400,000 miles per

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annum have been eliminated. In other regional districts superfluous trains are being rapidly annulled. The through travel is being directed to the shorter and natural routes, the hauling of special trains or private cars is being discouraged, the schedules are being revised so that connections will be closer, and railway tickets between competitive points are honored by any of the competitive routes, so that the traveler is free to use the trains leaving at the most convenient hour. Other reforms that have been introduced include the abolition of the practice under which an opulent or extravagant traveler could occupy a whole section in a sleeping-car upon one railway ticket or a compartment upon a ticket and a half, thus depriving his less prosperous or more thrifty fellow-passenger of the sleeping accommodations to which he was entitled.

Other important economies that are being worked out in connection with the passenger service include the common use of the same terminals by railways formerly in competition and using separate terminals. The most conspicuous example of the latter innovation is the use of the Pennsylvania terminal in New York for through trains via the Baltimore and Ohio between Washington and New York. Passengers wishing to go from New York to Washington by the Baltimore and Ohio used to have to take the Twenty-third Street or Liberty Street ferry and cross the river. This was inconvenient. The result was that the Pennsylvania got the bulk of the traffic, although the Baltimore and Ohio maintained a well-equipped and very full service. Now it really makes no difference to the traveler between Washington and New York which road he goes by. Both make practically the same time and leave and arrive from and at the same terminals. In this case, as in many others, the trains have been "staggered"—*e. g.*, it has been arranged that they shall leave at successive hours instead of at the same time, as they often did in the past. The result is that fewer trains are necessary. A ticket from Washington to New York, or *vice versa*, is good over either road, and, as there is a train nearly every hour, it is almost unnecessary to consult the time-tables.

It is hard to say which of the many progressive ideas that are being worked out will have the greatest value measured in terms of increased efficiency or money saved, but one of the most important is the plan that has been adopted for the standardization of engines and freight cars. No one seems to know how many different types of freight cars have hitherto been used in the American railway service. An estimate published a year or more ago put the number at 2,023, but no railway man will vouch for its accuracy. Nearly every important railway had its own specifications for car-building. None of these were identical, and they were generally changed in some more or less important detail when new cars were ordered. There were box cars of both steel and wood, gondola cars, flat cars, hopper cars, refrigerator cars, tank cars, automobile cars, furniture cars, cattle cars, and many other sorts of cars suited to the different varieties of traffic. When a car broke down, it frequently had to be sent, if it could travel at all, to be repaired in the shops of the road by which it was owned.

The action taken by the Railroad Administration will make this unnecessary, at least in so far as the hundred thousand new freight cars that have been ordered are concerned. Some of them have already been delivered, and the balance will follow as rapidly as the shops can turn them out. A minimum of standard types has been agreed upon. They are as follows: Three types for box cars, two for hopper cars, three for gondola cars, one for refrigerator cars, one for tank cars, and one for flat cars. The standard type of cattle car is under consideration and will shortly be agreed upon. It is surprising to find how experts are disagreed as to the best type of cattle car. Twelve types of cars will be substituted for the 2,023 in use, if that estimate is correct. The parts of these twelve types will be interchangeable. The increase in the efficiency and serviceability of the rolling stock will be great. The mobility of the freight car equipment will also be greatly increased by the abolition of the car-accounting organizations. Formerly one railway company using the cars of another company was charged a per diem rental for them, and a very intricate and expensive system of accounting was necessary in order to adjust these charges. Some of the companies that were poorly supplied with cars made a practice of keeping "foreign" cars—*i. e.*, cars belonging to some other company—on their lines to the detriment of the well-equipped roads. To trace and recover these cars many car-tracing bureaus were maintained. They employed hundreds of men. All this will be done away with. The surplus of rolling stock on one road or in any particular section of the country will be immediately distributed among the roads in need of additional equipment, and a much more intensive use of the rolling stock will be made possible.

In the department of motive power, which provides and cares for the locomotives, the same general plan has been adopted. Some thirty types of locomotives of at least one hundred different weights have hitherto been in use. There are from thirteen to eighteen thousand different pieces of metal in a locomotive. In some cases they are cut to a measurement of one one-thousandth of an inch, and many of the parts fitted to one locomotive are useless for the repair of another. To meet these difficulties the Railroad Administration has decided that only six types of locomotives of two weights each shall hereafter be purchased. The parts of the various types will be interchangeable. Their construction will be uniform. They can do the work for which they are designed anywhere, and can be operated with greater safety, because an engineer or fireman who is familiar with the locomotive of one type will be able to run any other machine of the same type efficiently without going through the process of "becoming acquainted" with it. Accurate comparisons between the coal consumed and the work done will be possible without the allowances that have previously had to be made for the differences in construction or power, and the train-load can be accurately corelated to the known power of the different types in use. Some 1,415 new locomotives have been ordered by the Railroad Administration. More will be ordered as fast as the builders can supply them, after making allowance for the locomotives that the War Department requires for the service of our Army in France and the restrictions that the War Industries Board has imposed upon the distribution of the necessary steel.

These are but a few of the economic and executive reforms that have been planned or applied, but the human side of the problem has not been neglected meantime, and a consistent effort is being made to carry out Mr. McAdoo's policy and "humanize the railways and negative the idea that corporations have no souls." The wages of employees have been advanced in accordance with the recommendations of the Railroad Wage Commission as modified by the Director-General. The basic eight-hour day has been recognized. The women employed by the railways have been put upon the same wage basis as men performing a similar duty, and instructions have been issued that no women shall be permitted to occupy positions unsuited to their sex or allowed to work amid conditions that are unfit. The discrimination against Negroes that has hitherto found expression in the payment to them of lower wages than white men received for similar service has been discountenanced by the issuance of an order eliminating the color line from the wage schedule.

The organization of a Bureau for Suggestions and Complaints has been announced under a notice posted in all the stations and passenger cars, which reads as follows:

TO THE PUBLIC

I desire your assistance and co-operation in making the railroad service while under Federal control in the highest possible degree satisfactory and efficient.

Of course, the paramount necessities of the war must have first consideration.

Our gallant sons who are fighting in France and on the high seas cannot be adequately supported unless the railroads supply sufficient transportation for the movement of troops and war materials, and to keep the war industries of the Nation going without interruption.

The next purpose is to serve the public convenience, comfort, and necessity to the fullest extent not incompatible with the paramount demands of the war.

In order to accomplish this, criticisms and suggestions from the public will be extremely helpful, whether they relate to the service rendered by employees and officials or impersonal details that may convenience or inconvenience patrons of the railroads. It is impossible for even the most vigilant management to keep constantly in touch with local conditions and correct them when they are not as they should be, unless the public will co-operate

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CURRENT EVENTS ILLUSTRATED

PRESS ILLUSTRATING SERVICE

GENERAL BADOGLIO, OF THE ITALIAN ARMY

Together with General Diaz and General Giardino, General Badoglio shares the credit of the recent Italian victories on the Piave

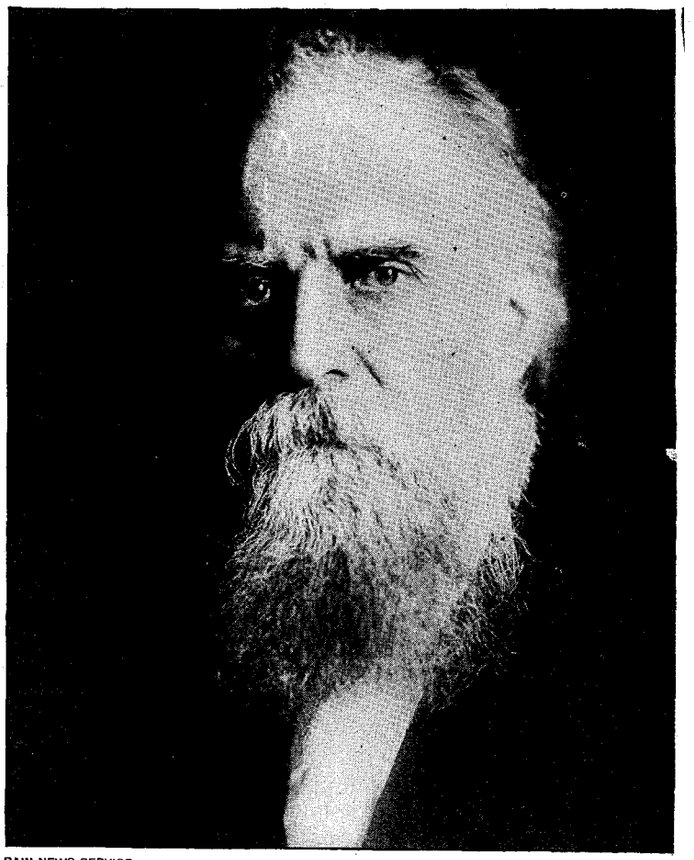
(C) COMMITTEE ON PUBLIC INFORMATION

GENERAL PERSHING AT THE FRONT, IN A STEEL HELMET, PREPARED FOR ACTION

PRESS ILLUSTRATING SERVICE

LIEUTENANT RENÉ FONCK, THE FAMOUS FRENCH ACE

Lieutenant Fonck, according to recent despatches, has brought down his sixty-third enemy plane. This places him on an equality with the ace of aces, Guynemer, in the number of his air victories.



BAIN NEWS SERVICE

NICOLAS TCHAYKOVSKY, PRESIDENT OF A NEW RUSSIAN REPUBLIC

Mr. Tchaykovsky has long been known as a revolutionist. It is announced that he is to be President of "the Government of Northern Russia"

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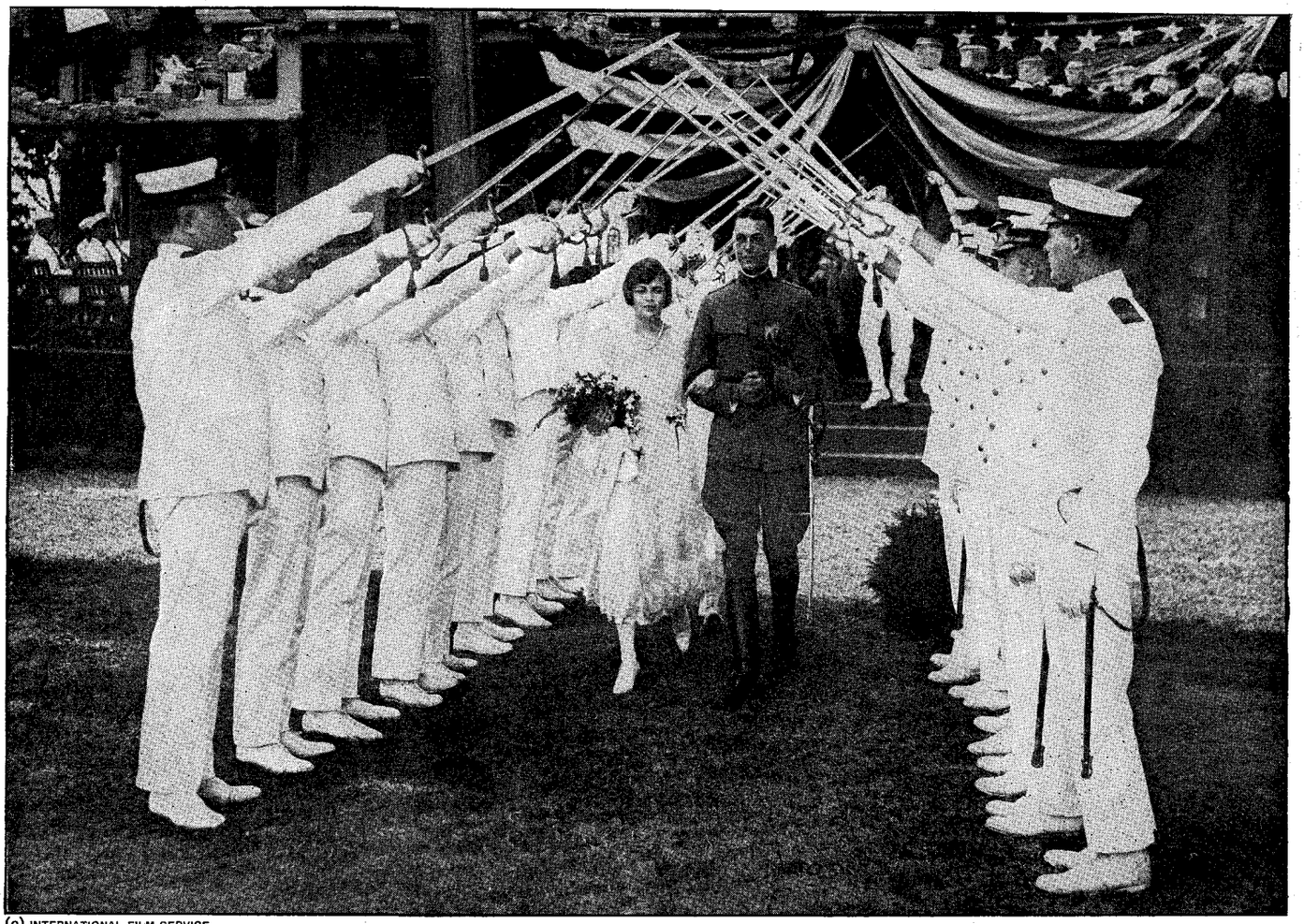
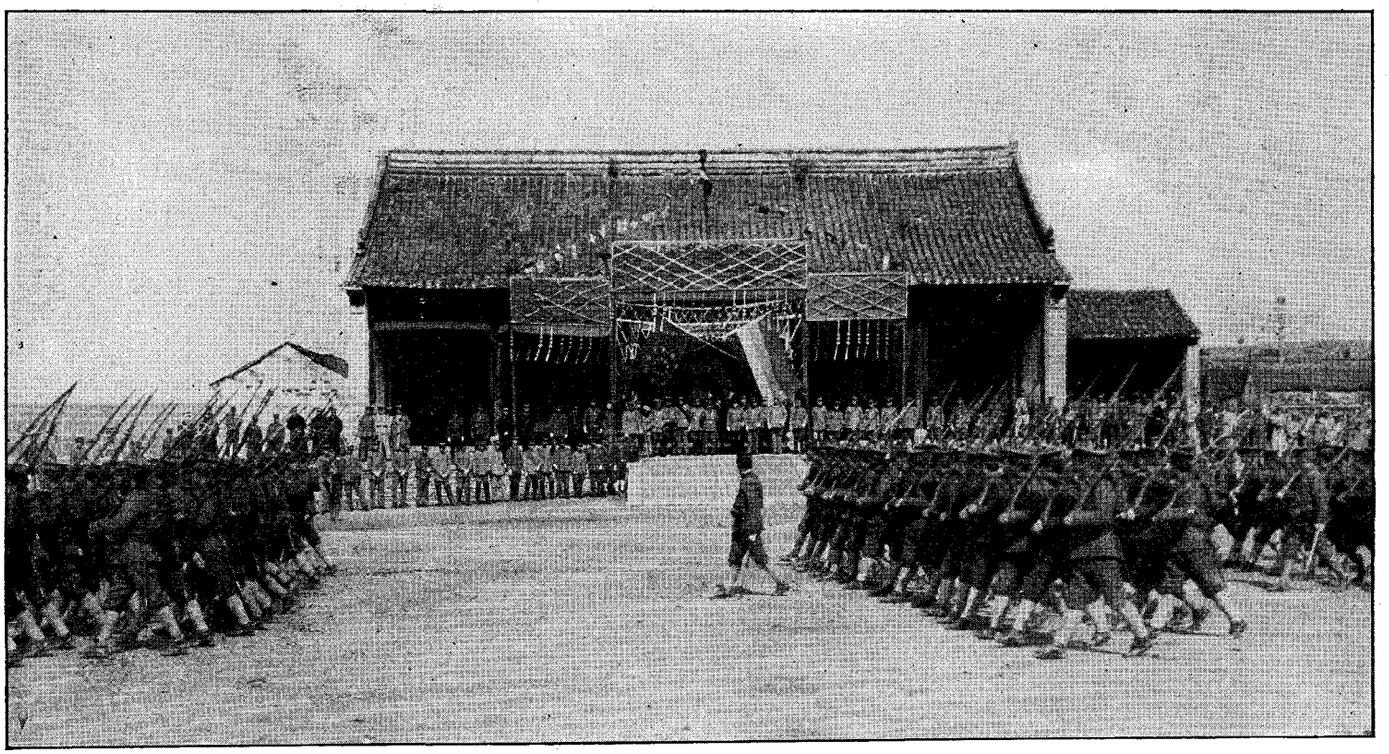


(C) INTERNATIONAL FILM SERVICE

A MILITARY-NAVAL WEDDING

This picture, which brings to mind a well-known painting, "The Queen of the Swords," by W. Q. Orchardson, R.A., has peculiar significance in that it symbolizes the union of Army and Navy, the bride being Miss Grace Franklin, a daughter of Commander William B. Franklin, of the United States Navy, and the bridegroom Lieutenant W. M. Black, son of Major-General W. M. Black, of the United States Army



INTERNATIONAL FILM SERVICE

THE PRESIDENT OF CHINA REVIEWING TROOPS DEPARTING FOR SIBERIA

A Chinese force will, it is announced, join the Allies at Vladivostok. In the picture the President of China, Feng Kuo-chang, is seen reviewing a detachment of these troops

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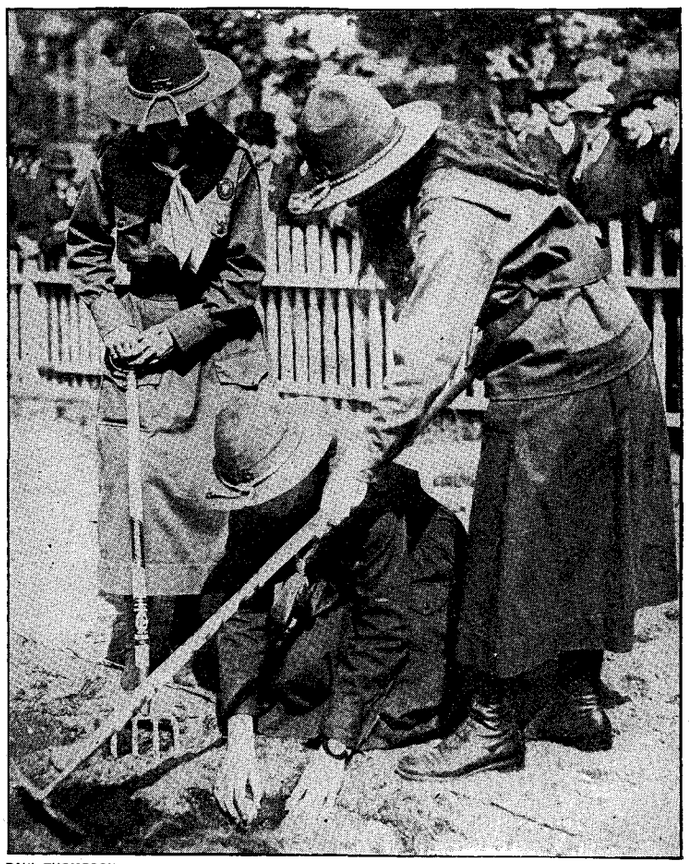
TRAINING TO BECOME A DESPATCH-BEARER FOR THE ARMY

A despatch-bearer must know how to carry his despatches and his machine successfully through extraordinary places, and his training must provide for such emergencies. The tests to which candidates for the position of despatch-bearer by motorcycle are subjected include the trial of a difficult leap in midair such as is shown in the picture. The rider in this case is not under actual test, but is practicing. He is J. W. Terhune, of Hackensack, N. J., and is shown making a record jump of thirty-six feet

PAUL THOMPSON

A HIGH SCHOOL GIRL OF SOMERVILLE, MASSACHUSETTS, AT WORK ON THE CITY FARM DURING VACATION



PAUL THOMPSON

BOSTON GIRLS AT WORK ON A SECTION OF THE COMMON DEVOTED TO WAR GARDENS

AMERICA'S "LAND ARMY" AT WORK

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in pointing out deficiencies and disservice when they exist, so that the proper remedies may be applied.

I have, therefore, established a BUREAU FOR SUGGESTIONS AND COMPLAINTS in the Director-General's office at Washington, to which the public is invited to resort.

Aside from letters of complaint and suggestion, the public can render a genuine service by sending letters of commendation of employees who are conspicuously courteous and efficient in the performance of their duties. Nothing promotes the *esprit* of a great organization more than recognition from time to time of those employees who perform their duties faithfully and commendably.

It is requested that all communications be brief and explicit, and that the name and address of the writer be distinctly written.

Also give the time of day or night, the number of the train, the name of the railroad, and, if possible, the name of the employee whose conduct is complained of or whose services are commended, together with such other information as will enable me to take appropriate action.

Please address

W. G. McADOO,
Director-General of Railroads,
Bureau for Suggestions and Complaints,
Washington, D. C.

Studies are being made to determine whether the adoption of an equitable and universal plan for the compensation of employees in case of death or injury and the provision of life, health, and old-age insurance is practicable. There are legal difficulties in the way arising from the existence of pension and insurance plans previously in use, but they will probably be overcome. The problem is a big one and its solution will require time.

To meet the advance in the wages of railway employees which the Director-General has allowed in accordance with the recommendation of the Railroad Wage Commission and the increase in other operating charges, passenger rates have been advanced to three cents a mile and freight rates by an average of twenty-five per cent. These advances were necessary. They are far less than those that have been established since the outbreak of the war for nearly every other service that is performed or every commodity that is consumed. That they will be cheerfully met by the American public there is no doubt.

This is but a partial list of the more important reforms and changes already adopted or under immediate consideration. Their effect in increasing the efficiency of the service and enlarging the capacity of the existing railway facilities cannot be definitely stated or approximated as yet. Most of the changes have been effected within the last two months and under private ownership sixty days have been required for the compilation of informing railway statistics.

Speaking generally, however, the figures thus far collated show that encouraging progress has been made in accelerating the movement of traffic and in employing the available equipment more intensively, and I venture the prediction that by the time autumn turns the leaves the serviceable efficiency of the American railways will be so increased that but few will question the wisdom of the President's action in taking them over.

"EUROPE'S FATEFUL HOUR"

A REVIEW OF FERRERO'S LATEST BOOK[1]

BY LYMAN ABBOTT

GUGLIELMO FERRERO'S volume on "Europe's Fateful Hour" consists of a series of essays not very closely connected. At least the connection is spiritual rather than literary. The spirit which more or less pervades them all may be expressed as an interpretation of the contrast between quantity and quality, or between power and culture, or between bigness and greatness. The author sees this as a contrast between Latin and Teuton ideals. This it may be, but we think that it is more than this. At least the ambition for quantity is one of the natural fruits of the democratic development of the last century and a half.

In the Old World the object of life was the development of what Nietzsche has called the Superman. Industry provided comforts for the few; the many were left in a life of ignorance and poverty. For the few were built royal palaces; the many lived in huts. For the few were woven and embroidered by painstaking industries splendid robes; the many lived in rags. The few sat down to tables spread with rare foods and costly wines; the many lived on black bread and often suffered from hunger. The few rode in coaches with outriders; the many walked. For the few there were universities where scholars were made and culture was imparted; the many knew not how to read or write. Even religion was for the few—in Roman Catholic communities for those who retired into convents and monasteries that they might cultivate the religious spirit, in the Protestant communities for the elect; there was no way by which the non-elect could join their ranks.

By democracy the object of life has been revolutionized. It is not the cultivation of a Superman or a class of Supermen. It is the largest possible life for the largest possible number. In democracy, therefore, quantity naturally comes first and quality second. We do not say that this is a necessary consequence of democracy, but it is a natural first consequence. Providing for the many could be done only by less painstaking care to produce perfection, and the painstaking care to perfection was therefore lessened and too often abandoned. Democracy builds few palaces and many homes; but the homes are often ugly, and the ugliness is often increased by an ignorant attempt to add beauty. Power looms have taken the place of hand looms and imitation the place of real laces and real embroidery; but, if shoddy cloth and the imitation laces turned out by the millions are inferior to the products of hand looms and hand-made laces, they are superior to the rags which the poor had previously worn. Adulteration cheapens and sometimes poisons the foods sold in the open markets; but, in spite of this, the food of the poor is better. The coach and four and the post-chaise gave place to the stage-coach, and that in turn to the railway, for in expedition the old-time royal coaches could not compete with the new-time democratic railway trains. Public schools came into existence and gave education to the young people, but they did not give either scholarship or culture. Happily, the universities remained, from which scholars and cultivated gentlemen were graduated, and the doors of these universities have been opened with remarkable rapidity, so that now in democratic countries the children of the poor can often rise to the highest ranks in the Republic of Letters. Music has been adapted to the uncultivated, and the uncultivated appreciate rhythm and melody, but not harmony; so came secular ragtime in the home and sacred ragtime in the Sunday schools. The phonograph followed, furnishing sometimes a substitute for, and sometimes an introduction to, the orchestral interpretations of great masters. Chromos made a certain kind of art possible in the homes of the poor; and those who wished paintings but did not wish to pay the price could buy pictures which the artist painted while the buyer waited for them. Democracy speeded up everything. It was in a hurry, and could not wait. Of this Signor Ferrero gives a humorous illustration:

> One day at New York I was speaking in appreciative terms of American architecture to a very talented architect. "Yes, yes," he answered, sarcastically, "my compatriots are quite ready

[1] Europe's Fateful Hour. By Guglielmo Ferrero. Dodd, Mead & Co., New York. $2.

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to spend one hundred million dollars on building a church as beautiful as St. Mark's in Venice, but they would insist on its being finished in eighteen months."

Signor Ferrero adds:

The reply was suggestive. How is it possible to beautify a world which is perpetually being transformed, where nothing is stable, and where everything, from furniture to buildings, must be turned out in quantities?"

In this world nothing is either wholly good or wholly evil. The passion for quantity has had maleficent as well as beneficent results. It sacrificed quality to quantity. It changed the popular estimate of values; of spiritual as well as material values. That was counted the greatest university which had the greatest number of students, the greatest newspaper which had the greatest circulation, the greatest book which was the best seller, the greatest preacher who had the greatest congregation. Efficiency in making and selling things regardless of their quality became in many minds the supreme excellence. Germany became the admiration and the envy of the commercial world because she possessed this excellence in a remarkable degree. Other countries were restrained in their commercial ambition by other considerations. England was restrained by her reverence for tradition. "There are no people more slow to change its opinions, methods, principles, tastes, and convictions in matters of art, science, religion, philosophy, and, even to a certain extent, in politics." The Latin peoples were restrained by their idealism. "France offered more resistance to this current of thought than any other country, but for that very reason it was too often said that she was aging." America, the land of a conglomerate population, found in democracy itself some safeguards from the perils of democracy. "One does not, however, need to travel in America in order to realize that the Americans are no mere barbarians, wholly given over to money-grubbing. . . . The effort made by the Americans to establish schools all over the country would in itself be sufficient to refute such an accusation. . . . A writer given to paradox might even assert that Americans are more idealistic than Europeans, if the desire to understand, admire, and assimilate everything, art, ideas, and religions alike, is to be regarded as a proof of idealism. . . . Why, then, struggle for the triumph of one to the detriment of the other, instead of allowing man to take from each all the good that each has to offer? Those who know North America will say that, if there be a distinctively American doctrine, it is this."

Germany was restrained neither by traditions as England, by idealism as France and Italy, nor by the spirit of brotherhood as America. Her traditions were all autocratic and barbaric. These were not imposed upon her by a despot. They were in her blood and in the thoughts and habits of her people. Her ideals were all those of despotic power; the only instruments of national greatness which they recognized were those of the armed man. To the Germans the saying of Isaiah was unmeaning: "For all the armor of the armed man in the tumult, and the garments rolled in blood, shall be for burning, for fuel of fire." The restraints of moral idealism recognizing human rights and divine authority they either did not perceive or perceived only to repudiate them. They recognized no equality of nations, and therefore no international law. They recognized no brotherhood of man, and therefore no obligations to fellow-men of other races. "The love," says Bernhardi, "which a man showed to another country as such would imply a want of love for his own countrymen." They recognized no moral law superior to the national self-will; no moral law above the law of the state. Religion furnished no restraint, for their God was their ally, not their Lawgiver.

"If a people," says Ferrero, "is to live happily and work profitably, there must be a certain balance between quantity and quality, and this balance is only possible if the ideals of perfection—whether artistic, moral, or religious—are capable of setting a bound to the desire for the increase of wealth." In Germany there is no such balance between quantity and quality, because there are no such ideals of perfection capable of setting a bound to the desire for increase of wealth. The Germans have flooded the world with shoddy goods and inferior and fraudulent imitations. "What are all these Smyrna carpets woven at Monza; all these Japanese goods or all this Indian furniture manufactured at Hamburg or in Bavaria; all these Parisian novelties made in a hundred places; all these rabbits whom a few weeks suffice to change into otters; all these champagnes made in America, in Germany, in Italy, if not the lies of quantity, which steal from ruined and proscribed quality her last rags?" And while Germany has not been the only sinner, she has been a leader in this race, and has set the pace for the rest of the world. To this passionate greed are due what are perhaps the two greatest evils in the world—alcoholism and war. Says Ferrero:

Alone among all the civilizations of history, our civilization has applied itself with the same energy to manufacture ever greater quantities of all products, from alcohol to explosives, from cannons to aeroplanes, without ever troubling itself as to the use that would be made of them. It is thus that enormous quantities of alcohol have been distilled; and after having been distilled they have been given to the million to drink, even at the risk of destroying whole nations. The primary sources of the vice are in the industry and not in the men. It is not the thirst of men which obliges industry and agriculture to produce drink in ever-increasing quantity; it is industry and agriculture which, swept along by the tremendous economic onrush of the world, augment the production; and, to dispose of it all, teach the masses to get drunk. . . . If we want to save the masses from this curse, there is only one way: entirely to prohibit the distillation of the alcohols of inferior quality destined for the making of liqueurs, and rigorously to limit the production of the alcohols of superior quality. The people will be obliged to drink less when they no longer have anything at their disposition but wine, beer, and a few very expensive liqueurs.

From the democratic movement Germany was immune. She did not wake up to its commercial significance until long after the free nations had perceived and taken advantage of it. The colonies of England, France, and Italy practically covered the uncivilized world; over most barbaric peoples some civilized flag was floating. The civilization of these barbaric peoples developed wants, and their wants furnished a market for the goods of the civilized Power. Germany might find a market for her goods in civilized nations, but there she was compelled to compete with their own manufacturers, and she was always liable to be hindered, if not prevented, from entering the countries by tariffs.

These three motives conspired to impel Germany to war: Her aristocratic rulers were impelled by her ambition for power; her commercial leaders, by their desire for markets; the intellectuals followed the soldier and the manufacturer, inspired by national self-conceit. National self-conceit is to be found not in Germany alone; but nowhere in free countries will be found such a self-conceit as is expressed, for example, in the following sentence by Professor Eucken, who is probably the sanest and broadest-minded of modern German philosophers: "To us more than to any other nation is intrusted the true structure of human existence; as an intellectual people we have, irrespective of creeds, worked for soul depth in religion, for scientific thoroughness, for the creation of independent personality in our educational methods. . . . All this constitutes possessions of which mankind cannot be deprived; possessions the loss of which would make life and effort purposeless to mankind."

I have not attempted in this article to indicate all the forces which have led Germany to initiate this world war; but, taking the suggestion furnished by Signor Ferrero, I have endeavored to point out a partial answer to the question which, in common with all the world, he is asking and to which his book furnishes a partial answer: "The real problem of the European war seems to present itself thus: How was a nation, universally regarded as a brother of the great European family, able to conceive, at the dawn of the twentieth century, the idea of conquering, by surprise, a decisive supremacy over all the other countries of the world, by destroying with fire and sword, in a few months, one of the most ancient, most glorious, and most active centers of civilization, and how did it decide to stake all that is possessed, . . . that is to say, a very brilliant position, . . . in this venture?"

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"S. O. S.—SEND OUT SHIPS"

HOW THE SPIRIT OF ADVENTURE HAS BEEN PUT INTO INDUSTRY

BY DOUGLAS H. COOKE

MEN, money, and materials are the three great factors in industrial production. There is no lack of raw material within our country; neither is there lack of money. Because of the schedules of production which we have fixed for ourselves there is a shortage of industrial man power. It was necessary, therefore, to distribute our available supply of man power among our essential industries in the order of their need.

This having been accomplished, the most important work remained to be done. Each human worker has to be impressed with the vital importance of the part which he plays.

To fully accomplish this the worker must be permitted to share in the adventure of industry. There is adventure in industry, but usually it is confined to the chief executives of the organization. By sharing it with the workers their interest and pride in production results will be aroused.

Instead of being permitted to dwell upon the deadly monotony of the heating of rivets hour on hour, the heater boy in the ship-building plant must be made to see that upon his efficiency and steadiness depends the work of his riveting crew; that upon the work of his crew and the many others just like it depends the speedy completion of a ship; that awaiting that ship are soldiers for the trenches, munitions for the armies, and food for our troops and our allies.

A matter of hours gained by the riveters in fabricating the ship may seem unimportant.

A matter of hours gained in the delivery of a ship's load of machine-gun munitions at the height of a battle may mean the difference between victory and defeat.

It is just this conception that needs to be brought home to each worker in every essential industry in our country.

So may a negative be changed into a positive condition, the disinclination to produce may be overcome, the lack of interest in production may be eliminated, by instilling within each worker an intense personal interest in the objective, and inspiring him with a real inclination to produce to the utmost, hour after hour, day after day, week after week.

The key to winning the war is ships. Realizing this, our Government took complete charge of the industry through the medium of the United States Shipping Board Emergency Fleet Corporation. There then arose serious question as to whether the workers in the shipyards and allied industrial plants would rise to the need. A higher scale of wage was adopted than had ever before been paid for this class of work in the history of the world. But for a time even this did not suffice. Many men would work until they had received the amount of pay to which they had been accustomed in previous occupations. Then they would loaf the rest of the week. Few seemed to realize the terrible gravity of the situation. The Board recognized this as a great problem in the psychology of the industrial worker, and took steps to meet it in a positive way.

The first was the formation of the National Service Section, with its main offices in New York City, and with Dr. Charles Aubrey Eaton as the head, for the distinct purpose of carrying on a campaign of inspiration and education among the men of the shipyards.

Dr. Eaton was then pastor of the Madison Avenue Baptist Church, and had previously had large churches in Cleveland and Toronto. A man of splendid physique and magnetic personality, his greatest strength lies in his deep-rooted sympathy with and large understanding and appreciation of the American workingman. It is this feeling on his part that at once transmits itself in a telepathic way to his workingman audiences, winning their attention, confidence, and co-operation.

His conception of his work is best conveyed in Dr. Eaton's own words:

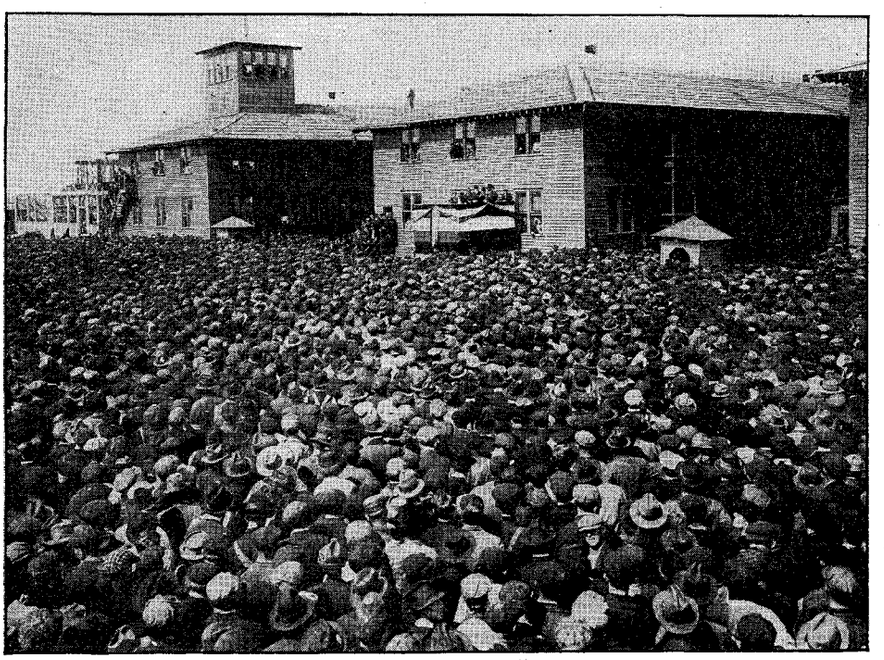
> We look upon our task as a National service. We speak to the workers in shipyard and industrial plants, not as laboring men, but as American citizens. We know nothing of class or caste. Our message is as much for the management as for the men, and for the people of the Nation as for those connected with its industrial production.
>
> We appeal to the best that is in men. Class consciousness is driven out by awakening a National consciousness. Small ideas are cured by big ideas.
>
> We show the men that their work to win this war is not simply so much work for so much pay—it is a sacrament, a religion; it is fighting as truly as if they were in the trenches in France.

Dr. Eaton divided his National Service Section into three broad divisions—Business Office, Speakers, Printed Publicity—all under his own close personal supervision.

To head these he operated his own selective draft. The organization and conduct of the Section on a business basis was placed in the charge of Horace L. Day, of New York, another of those big, broad American business men who have placed patriotism before profit, abandoning for the duration of war participation in personal enterprise.

The reaching of the industrial workers in the shipyards of the country through printed messages as well as through local plant publications, general magazines, and the daily press was placed in the charge of A. R. Parkhurst, the Section's secretary, and a prominent figure in the New York newspaper world.

The work started through the recruiting of a staff of military and layman speakers, to be despatched in pairs into every shipyard and allied industrial plant in the country. The military speakers are British, Canadian, Anzac, French, and Italian officers and privates, either retired through physical disability or in this country on furlough and loaned to the Section through the



18,000 WORKERS IN THE GREATEST SHIP-BUILDING PLANT IN THE WORLD, HOG ISLAND, PENNSYLVANIA, LISTENING TO AN ADDRESS BY DR. EATON

DR. CHARLES A. EATON AND ONE OF HIS STAFF OF SOLDIER SPEAKERS, PRIVATE CASSELS

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courtesy of their respective Governments. The type of men is typified by the mention of but few, such as Major-General Swinton, K.C.B., D.S.O., father of the British tank; Lieutenant-Colonel R. S. Evans, D.S.O., British Army; and Corporal Frank A. H. Street.

These are all men who have been in the thick of the fighting and many have won glory in the trenches. They know the Hun and his ways through personal contact and insight. They know the needs of the situation through personal participation. They are able to deliver a message that strikes fire in the heart of the workingman.

The soldiers are paired with a layman speaker, forceful and eloquent—usually a volunteer pastor or preacher on leave from his church—and are sent out at regular intervals. The message they have to deliver is as much to the managements as to the men. It is one of cold fact, presented in a graphic, inspirational way, to bring vividly to them our great need for ships. Perhaps the most striking feature of these messages is the strong spiritual note that pervades. No stronger sermons are preached from any pulpit than the strong man-to-man and man-to-God talks of these soldier-fighters.

Practically all of the meetings are held on "company" time, for it is then easier to congregate all employees at a designated point. Executives have stated that the time lost by the men while attending these meetings is a good investment, as it is quickly made up by the renewed energy and better spirit.

The Section has now more than a hundred speakers on its staff. In the month of July alone they talked in 1,252 meetings, to an audience totaling 1,159,089 industrial workers. Dr. Eaton himself, in addition to his executive responsibilities, addressed workers in New York, New Jersey, Illinois, Ohio, Michigan, California, Washington, and Oregon, talking to about 135,000 more.

Supplementing the speakers, Mr. Parkhurst's department has placed "speed up" posters about the yards, "speed up" literature in the hands of the workers, and has kept the newspapers and magazines supplied with information as to the progress of these industrial fighters. A series of pamphlets, profusely pictured, has conveyed a realization of the vital need for ships, and how they could individually help in supplying the need.

The first, entitled "S.O.S—Send Out Ships!" reminded the workers of the past glories of America's merchant marine—to be revived. This was followed by "Beating the U-Boat," which contained pictures and facts regarding the American transports sunk by the Hun, and calling upon the shipyard workers to replace each one a hundredfold. Other booklets were "To Back 'Em Up," pointing out to the workers the need for ships to back up our boys in the trenches; "Let's Work," carrying a personal, autographed message from the President to the workingman; "Spurs to Speed," which contained words of appreciation for the splendid spirit shown by the men.

One of the mediums for reaching the workers is the pay-roll envelope, in which are placed "spoonfuls of patriotism" in the form of small cards bearing war messages from men of international reputation. Literature is also addressed to the wife of the ship-builder, that she, too, may realize the need for her husband to work eight hours a day, six days a week, week after week.

The Section held a poster competition which brought in nearly fifteen hundred entries, many of them bearing the names of prominent American artists. These are to supply a new fund of inspirational posters to be placed in the shipyards and plants.

Managements of plants have been urged and aided to establish service departments in their plants; to organize employee associations, bands, encourage sports, and in every way promote the best interests of the employees. In more than one plant the Section has inaugurated an Industrial Relations Agreement, which aims at large mutual understanding between employer and employee, with the result that the just aspirations of the men will be advanced and unreasonable demands withdrawn.

As a result of the Section's work a tide of enthusiasm soon began to set in throughout the shipyards and allied industrial plants. Wheels began to turn faster. Spirit improved day by day; output increased hour by hour. Managements and men began to understand each other and, as a result, to trust each other as never before. Both got down to one purpose—to aid to the utmost in winning the war.

The positive good accomplished is evidenced by the telegrams and letters from the managements of the plants, of which the following, received from one of the largest munition plants in the country, is typical:

My one regret is that Dr. Eaton and all the staff were not able to witness the wonderful transformation in the spirit of our workmen, including foremen, superintendents, officials, and all the rest.

You do know, perhaps, that approximately fifteen hundred of our men, from our most important departments, were not at work because of lack of patriotism and the effect of German propaganda, and, knowing this, I am sure you appreciate the seriousness of such a situation and the great necessity for heroic effort.

What has been accomplished here has been made possible through your co-operation. Our entire organization is now awake to the full importance of the task, and is driving as it never did before to win the war.

Another, from the head of one of our largest shipyards, says:

I have personally attended several employees' meetings where your speakers were present.

I have paid special attention to watching the crowd of workmen and noting how they respond.

There is no doubt about the influence you are having. It is upward and onward in ship production. You will find it steadily growing, and I hope all the principals in shipyards will take your work very seriously and at every opportunity do everything possible to keep the splendid thoughts moving which you have started.

This result is accomplished by extending the worker's understanding, touching his pride, arousing his love of justice (and sometimes his fears), instilling within him the conviction that he is fighting as truly as if he were in the trenches in France, and thus giving him a participation in that spirit of high adventure which is necessary for the greatest achievements both in peace and war.

ON THE FIRING LINE

The poster at the left is by E. Hopper, of New York City; it won the first prize in the "Citizens" class. Above is the first-prize winner in the "Ship-Builders" class, by Arthur Hutchins, of Boston. The poster at the right is by W. H. Hoffman, a schoolboy of Savannah, Georgia; it won the first prize in its class. There were four classes—the first open to all, the second to soldiers or sailors only, the third to workers in ship-building plants only, and the fourth to school-children only. There were prizes amounting to $1,000, three to each class. The Shipping Board, in its campaign for stimulating patriotic war work among the shipbuilders, had the co-operation of the New York "Sun," which made the contest widely known and aroused much enthusiasm. The model for the prize poster "Smash the Hun" was a "bender" in the Morse Dry-dock; and when he heard that "his" poster had won the prize he became so enthusiastic that he at once enlisted in the Navy. There was great excitement in the plant when the poster was shown to the men, for everybody at once recognized Pete Shea

PRIZE POSTERS IN THE COMPETITION TO SPEED UP SHIP-BUILDING

The prizes were offered by the National Service Section of the United States Shipping Board, Emergency Fleet Corporation

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WEEKLY OUTLINE STUDY OF CURRENT HISTORY

BY J. MADISON GATHANY, A.M.

HOPE STREET HIGH SCHOOL, PROVIDENCE, R. I.

Based on The Outlook of August 28, 1918

Each week an Outline Study of Current History based on the preceding number of The Outlook will be printed for the benefit of current events classes, debating clubs, teachers of history and of English, and the like, and for use in the home and by such individual readers as may desire suggestions in the serious study of current history.—THE EDITORS.

[Those who are using the weekly outline should not attempt to cover the whole of an outline in any one lesson or study. Assign for one lesson selected questions, one or two propositions for discussion, and only such words as are found in the material assigned. Or distribute selected questions among different members of the class or group and have them report their findings to all when assembled. Then have all discuss the questions together.]

I—INTERNATIONAL AFFAIRS

A. Topic: Direct Testimony; German Self-Accusation; Punishment of the Kaiser.

Reference: Pages 643, 645; editorial, pages 648, 649.

Questions:

1. Write an editorial on the material quoted from the letter received from France by a member of The Outlook's staff. Think out not less than three appropriate titles to your editorial and explain why you think they are suitable captions. 2. The Outlook thinks that the German army should be "so crushed that for generations the world will remember their fate as a warning to the lawless." Is or is not The Outlook advocating for the Allies the principle of "German frightfulness"? 3. The Outlook quotes the "Frankfurter Zeitung" as saying that "the German political system is false." When is a political system sound? Indicate specifically wherein Germany's political system stands in need of reform. 4. What would have to be done, and how long do you think it would take, to develop sound public opinion in Germany? 5. On page 648 The Outlook speaks of "the psychology of the Kaiser." What is meant by this? 6. Explain Dr. Hill's statement on the same page: "Without question, Kaiser Wilhelm II is the most histrionic sovereign of his time, and perhaps of any time." How prove Dr. Hill's statement? Do so. 7. From reading this editorial, what do you conclude the present punishment of the Kaiser is? 8. The Outlook believes the Kaiser should receive future punishment and that that punishment should be both *physical* and psychological. Discuss just what, in your opinion, that punishment should be. Tell what you think of the Allies, after they have defeated Germany, bringing a charge of murder against Wilhelm II and executing him on proof of that charge. 9. You will do well to read "The Roots of the War," by W. S. Davis (Century); "The Origins of the War," by J. H. Rose (Putnams); "True and False Democracy," by N. M. Butler (Scribners).

B. Topic: The Czechoslovak Nation; Czechoslovaks on the Side of the Allies; A New Nation.

Reference: Pages 644, 651, 652.

Questions:

1. These references tell us of the birth of two new nations. How many nations are there altogether? What are the first-rate Powers of the world? 2. What is a nation? What is a race? What is nationality? 3. Locate the Czechslovak nation. What facts has The Outlook given about the Czechoslovaks as a people and nation? 4. For what reasons are the Czechoslovaks on the side of the Allies? 5. Discuss what you think will result from this alignment. 6. Of what nation is Hussain the first King? Where is it? What are its ideals? 7. From the information given by The Outlook, what importance do you attach to the new Kingdom of the Hedjaz? 8. Find out all you can about the origin and character of the Arabs and their religious condition before Mohammed. Have they ever been conquered by a foreign foe? 9. Give the leading facts about the Turkish Empire at the dawn of the nineteenth century. 10. What are the most important things to be remembered about the Turks from 1801-1918? 11. Discuss why the Christian nations of Europe have allowed Turkey to remain in Europe. Should they have done so? 12. Two worth-while books are "Nationality in Modern History," by J. H. Rose (Macmillan), and "The Ottoman Empire," by W. Miller (Putnams—Cambridge University Press).

C. Topic: The Message of the World to the Church.

Reference: Editorial, pages 650, 651.

Questions:

1. What does Dr. Abbott mean by "the Church"? By "sin"? 2. Explain his statement: "The brutalities in Belgium and France are but the outward manifestation of an inward life." 3. Dr. Abbott thinks the modern ministry has done well to reject the doctrine of "total depravity." Do you? 4. Do you agree or disagree with Dr. Abbott when he says: "Time is no cure for sin." "Education is no panacea for sin. Development will not destroy it"? 5. What, according to Dr. Abbott, is the message of the world to the Church? Discuss. 6. What proof is there that the world was never more "eager to hear the message of Isaiah and Paul"?

II—PROPOSITIONS FOR DISCUSSION

(These propositions are suggested directly or indirectly by the subject-matter of The Outlook, but not discussed in it.)

1. Liberty and equality are mutually destructive. 2. Public opinion is not very old. 3. Anarchy and despotism are friends.

III—VOCABULARY BUILDING

(All of the following words and expressions are found in The Outlook for August 28, 1918. Both before and after looking them up in the dictionary or elsewhere, give their meaning *in your own words*. The figures in parentheses refer to pages on which the words may be found.)

Validity (643); fustian, bombast (648); melodrama, anthropomorphic, logical (649); vanguards (645); *jehad*, lineal, nefarious (651); tautological, inefficacy (650), subtleties, ethical platitudes (651).

A booklet suggesting methods of using the Weekly Outline of Current History will be sent on application

THE NATION'S INDUSTRIAL PROGRESS

Believing that the advance of business is a subject of vital interest and importance, The Outlook will present under the above heading frequent discussions of subjects of industrial and commercial interest. The department will include paragraphs of timely interest and articles of educational value dealing with the industrial upbuilding of the Nation. Comment and suggestions are invited.

THE MOTOR TRUCK AS THE NATION'S HOME PROVIDER

BY G. A. KISSEL

President Kissel Motor Car Company

IF I were asked what steps are necessary to provide against delays in overland transportation during the coming winter months, I would say: Build good roads on the shortest routes connecting important centers. Protect these roads from washouts, cave-ins, and other obstructions caused by snow and ice, by building windbreaks, protection embankments, etc.

Build loading sheds with platforms that permit the quick loading and unloading of goods and supplies.

Form return loads bureaus and secure the co-operation of every truck owner in your community.

Promote motor rural express routes among the farmers, dairymen, produce growers, etc.

Consolidate all retail delivery, local express, and moving equipment.

Inaugurate motor-truck highways around and through cities and communities to permit of uninterrupted passage of motor trucks.

We must not forget that the winter months, with their new problems, are "just over the hill." This summer has seen increased activities in every line of business. The country has doubled and trebled its production operations, with the result that we are apt to forget that while the summer months are conductive to such increased activities in so far as transportation and haulage of goods and supplies are concerned, the winter months are just the other extreme.

Just as the different armies overseas are preparing for the long winter siege ahead by building and connecting railways, erecting supply bases and depots so that there will be no delay in carrying out the programme outlined by the general headquarters, irrespective of the intensity of the winter season, so industrial and mercantile America should do likewise. Transportation of goods and supplies is just as important, if not more so, during the winter months as during the spring and summer months. While a good many sections of the country apparently realize the necessity of preparing for the coming winter, I do not believe that America as a whole has grasped the necessity of action in this matter. The very fact that the Government is spending huge sums of money for building and maintenance of good roads, for the purpose of facilitating overland transportation, should cause every community to look into the road conditions in its neighborhood and between it and the next city, and act accordingly. It has been said that the lack of good roads is the weak link in our transportation chain. Without them the maintenance of uninterrupted schedules is almost an impossibility, because not only do

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WANTED

3,000 Red-Blooded Men

"There is no Railroad President—no Corporation Director in America too big for the job of handling one of our huts in France," cables one of America's best known business men from "over there." Here is a chance for you men whom war has skipped.

Men of the "skipped generation," men whose fathers were in the Civil War and whose sons are in this war—"regular fellows," of the in-between age, men who have made good in business, made good in times of peace, men whose success has come to them through knowing how to handle other men—three thousand of you are wanted.

There's a need in France right now for such as you to take charge of Y. M. C. A. huts. These are the unarmed soldiers, nerve-proof under a shower of shells, willing to sleep where they can, eat when there's a chance, able to work 16 hours a day, good mixers, ready to be preachers or friends—yes, and at need, game to the core.

Three thousand such jobs are waiting—at nothing per year—for those who can fill them. Nothing per year—nothing but the thrill that comes to the man who does his part, nothing but the tingle of blood that squares his shoulders and makes him say to himself: "It was my part and I did it."

Write, giving full details, to Y. M. C. A. Overseas' Headquarters
E. D. POUCH, 347 Madison Avenue, New York

Y. M. C. A.

Contributed through Division of Advertising, United States Gov't Comm. on Public Information

This space contributed for the Winning of the War by
THE OUTLOOK

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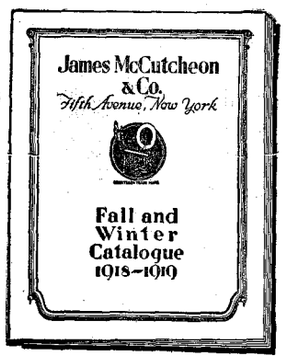
McCutcheon's New Fall Catalogue



For upwards of sixty years, the name of McCutcheon has been a synonym for all that is best in Linens.

The new Fall Catalogue of "The Linen Store" is full of interest for every lover of "the House Beautiful."

It illustrates also a specially attractive selection of the most desirable Under- and Outer-garments for Ladies, Misses and Children. The collections of both Imported and American-made Lingerie are very extensive.

Notwithstanding the present strenuous war-time conditions, we continue to maintain our high standards of merchandise and service in every department. Orders by mail will receive the same scrupulous attention as heretofore.

Send for New Catalogue

A copy of the new Fall Catalogue will be mailed gladly on request.

James McCutcheon & Co.
Fifth Avenue, 34th & 33d Sts., N. Y.

The Motor Truck as the Nation's Home Provider
(Continued)

bad roads cause delays, but they double and even treble the cost of operation, as well as increase the depreciation of trucks, and we have not the necessary oversupply of motor trucks to risk having them put out of commission through the lack of suitable highways and byways.

A MOTOR-TRUCK HIGHWAY PROPOSED

Getting the goods and supplies to a community is one thing; delivering them to the ultimate purchaser is another. The problems that must be overcome in the first instance are altogether different from those in the second, and, to my mind, the most logical plan of eliminating unnecessary delays and loss of time, which always occur when motor trucks are driven through the business streets and the congested traffic zones, is that of setting aside a certain street or avenue for the operation of motor trucks only. That this idea has been considered is evidenced by a plan that was recently presented for the consideration of a certain city's Comprehensive Plan Committee. This plan called for a system of motor-truck highways, so constructed that the city's industrial organizations would be able to make speedy motor deliveries to far-distant points as well as through the city. In order to minimize the expense it is planned to make over a number of roads already in operation and to reconstruct them so that they can stand the city's heavy traffic. Right there is where the projectors of this plan showed wisdom. It is due to the fact that motor trucks have been operated over roads that were not built for such heavy traffic that we have many poor roads that were good roads. Every community should be careful not to make this mistake. The wear and tear on a road which motor trucks give is far greater than the wear given by passenger cars, and it will be found cheaper in the end if the roads are built or put into condition necessary to stand up under motor-truck operation.

This same plan can be put into operation by every community, no matter what its size. By building a motor-truck highway that connects the community with its source of supply, there is also assurance of uninterrupted delivery and haulage.

EFFICIENT OPERATION VITAL

After a community has protected itself from transportation famine by perfecting its highways and byways by forming return loads bureaus, rural motor-truck express routes, and local motor truck transportation companies, their operations should be systematized by not only installing the proper service stations to take care of the equipment, but also erecting loading and unloading sheds and platforms so that the receiving and shipping of goods can be made with the least loss of time or unnecessary use of labor. In cases where such buildings are erected, it will pay to install those labor-saving and time-saving devices that mean elimination of tie-ups due to antique loading and unloading methods.

In this respect, motor-truck transportation companies can learn a good lesson from the railways. Up to a year ago the railways were considered models of efficiency, but it took the increased demands made upon them by the war to show up many weaknesses. Freight and express warehouses, shipping platforms, and receiving stations were found to be inadequate to meet the new demands. Not only were the buildings too small, but the plans and methods in use were not elastic enough to meet increased demands. Since that time many changes have been made in the methods of shipping and receiving freight and express matter, with the result that capacities have been doubled and trebled at not only a reduction in expense, but also in labor.

SYSTEMATIZED RETAIL DELIVERIES

We now come to the question of a community perfecting its delivery and haulage equipment within its city limits. Just as the transportation equipment of manufacturers has been "efficiencyized" to meet present-day demands, so that of retailers and wholesalers should be co-ordinated to meet the new conditions with which they also must contend.

The cost of any article to the consumer depends on the expense of not only manufacturing but delivering it in the home.

Systematize the retail delivery equipment of any community, and that bag of flour, pound of beef, suit of clothes, or new carpet will be delivered in your home at less cost. Multiply this saving by the total population, and you will have a staggering number of dollars the motor truck can save every community.

Divide this amount by the number of homes, and it will be found that the saving to every family will help meet Liberty Loan and Thrift Stamp pledges. The motor truck is destined to become the Nation's home provider, just as it has become the only solution for the manufacturers' transportation problem. In fact, it would not surprise me that after the war, and even before the war ends, the short-line railways will be a thing of the past. Not only because the motor truck can deliver goods over short hauls in quicker time and at a reduced shipping rate, but because it saves labor and time by delivering the goods right to the consignee's door. Add to this the fact that there is no initial expense in putting a line of motor trucks in operation outside of the original cost of the trucks as compared to the high cost of track-building and railway equipment.

FULL CO-OPERATION NEEDED

The different committees of the National Council of Defense at Washington, such as the Highways Transportation Committee, National Motor Truck Committee, and many others, are doing wonderful work considering the many innovations they have had to adopt, the many handicaps they have had to overcome, and the Nation-wide educational work they have to conduct. But these patriots are only human—they are not infallible—and only by manufacturers, retailers, and owners of motor trucks co-operating with them can their work make itself felt.

While it is true that their suggestions

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The Motor Truck as the Nation's Home Provider
(Continued)

and plans have been adopted with excellent results, it is only in spots or widely separated sections of the country. Nation-wide adoption is necessary. Every community must join in if the Nation as a whole is to benefit.

It must be remembered that these different committees have made an intensive as well as extensive study of the country's transportation requirements. They have not only considered the Nation's needs from a National standpoint, but through the many thousands of workers they have operating in every section of the country they have secured data and figures from a local standpoint on conditions in communities, towns, and cities of all sizes. Their recommendations and suggestions, therefore, should be taken at their full value.

The lack of co-ordinated haulage and delivery of supplies for the home can not only boost the cost of delivering goods, but it can create an enormous loss of time and an unnecessary consumption of labor and upkeep, as well as keep trucks from moving other goods that are awaiting transportation. As Secretary of Commerce Redfield says: "No one knows how much the country pays for cartage, but any one who looks into the question is pretty sure to find that the figure is larger than they thought it could be. Imagine what railway freight costs would be if there were all the uneconomical routing, duplication, and special service on the railways that there is in local delivery, and you get some idea of the opportunity there is in saving these deliveries."

This great country of ours is made up of cities and towns. Each community is a little country or nation in itself, and it is only by the people of these communities working at a hundred per cent efficiency pitch that the Nation as a whole can meet its obligations in an efficient manner.

Voluntary co-operation by merchants and retailers of every community should be made without hesitation or delay. Without such help the Government, if the need arises, will undoubtedly pass laws and regulations. Uncle Sam is out to protect the American home by keeping it supplied, so that his millions of workers can keep up the industrial pace that will eventually win the war. He has said in so many words that efficient transportation in the cities and in every community is a patriotic movement, and as such should be started without unnecessary loss of time.

SOME STARTLING RESULTS FROM INVESTIGATIONS

To show his good faith and to help start the ball a-rolling he has been investigating the project of combining local delivery systems and consolidating all the delivery equipment now operated by department stores and others requiring a delivery service. His object is to handle all deliveries by motor truck via a centralized system, to reduce the cost of delivery so that in place of the "butcher, the baker, and candlestick-maker" delivering goods to the same house and on the same day via different haulage equipment, and consuming the time and labor of many drivers and helpers, one truck and one driver will bring the parcels for all three on a single trip.

The result has been that sweeping investigations in all parts of the country have been made and assisted by prominent retail and wholesale merchants.

Such investigations have proved that, through the practice of special deliveries,

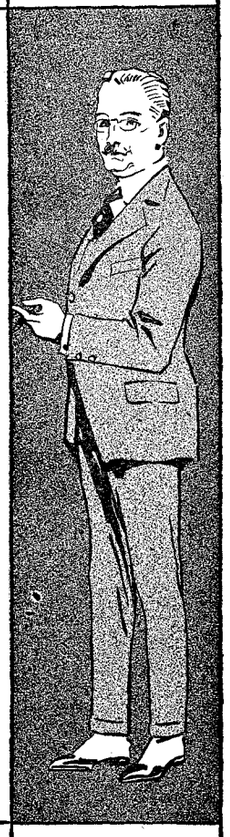
Whose advice would you heed?

IT is just as possible to read character and worth from the appearance of printed matter as from the bearing of the man who issued it. Your message on poorly selected paper will have its argument pinched in half.

It is useless to claim quality when your paper cries cheapness; to asseverate delicacy when your paper suggests ruggedness; or to dilate upon strength when your paper denotes feminity.

Your printer or advertising agent will find for you the Strathmore Quality Paper which expresses the idea *you* wish to convey.

Meanwhile, write for "The Language of Paper," an interesting talk on the expressiveness of texture and color in paper, by Frank Alvah Parsons, President of the N. Y. School of Fine and Applied Arts.



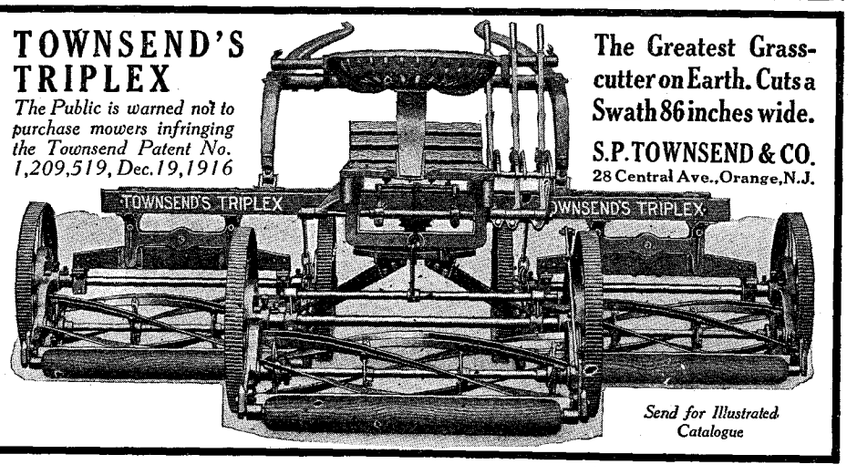
STRATHMORE PAPER CO
MITTINEAGUE, MASS

Strathmore Quality Papers

STRATHMORE QUALITY

TOWNSEND'S TRIPLEX

The Public is warned not to purchase mowers infringing the Townsend Patent No. 1,209,519, Dec. 19, 1916



The Greatest Grass-cutter on Earth. Cuts a Swath 86 inches wide.

S.P. TOWNSEND & CO.
28 Central Ave., Orange, N.J.

Send for Illustrated Catalogue

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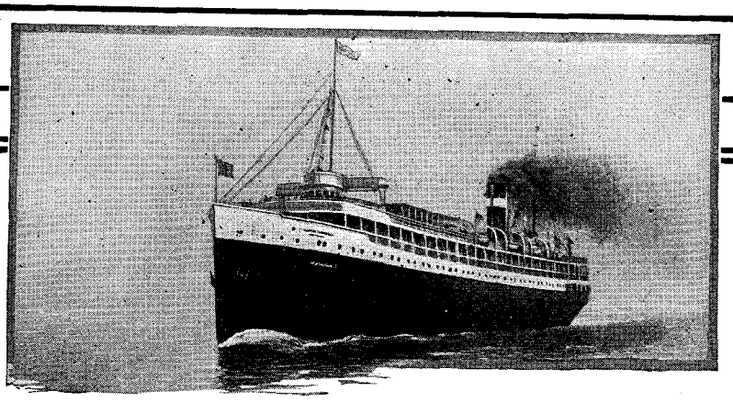

See America's Inland Seas this Year

There is none of the congestion on America's Inland Seas that you will find on land this year. Each day—each hour—traveling the sparkling blue seas along the 6-day, 1600-mile Northern Navigation route, brings its thrill, its novel pleasure, its unanticipated charm.

GREAT LAKES CRUISE—DETROIT TO DULUTH
Via Sarnia, Soo, Pt. Arthur and Ft. William

Tea in the afternoon—an orchestra aboard—an evening dance and refreshments—picnic to Kakabeka Falls, the North's Niagara—all are regular parts of the cruise.

And again, there is the scenery!—a charming panorama of Nature's best handicrafts. Lakes Huron and Superior. The Locks at the Soo. Duluth harbor—the North's Naples.

Ticket includes all costs—meals, berth, side trips and entertainment. Direct rail connections east and west. An ideal water-link in your rail journey.—*For particulars and cruise folder write*

E. W. Holton, General Passenger Agent, Dept. 3
NORTHERN NAVIGATION COMPANY, SARNIA, ONT.
—or ask your local ticket agent or any American Express Company Travel Department Office

White Lilies of France

The true *Fleur de Lys*—fragrant, early and absolutely hardy. 10 strong roots, freshly dug, $1.75, postpaid.

American-grown Darwin Tulips, Daffodils and Hyacinths that "Beat the Dutch" and cost no more.

Write *today* for list of rare and specially choice Bulbs, Roots and Seeds for Fall Planting.

Herbert Durand, 104 Tanglewylde Ave., Bronxville, N. Y.

Your Wants

in every line of household, educational, business, or personal service—domestic workers, teachers, nurses, business or professional assistants, etc., etc.—whether you require help or are seeking a situation, may be filled through a little announcement in the classified columns of The Outlook. If you have some article to sell or exchange, these columns may prove of real value to you as they have to many others. Send for descriptive circular and order blank AND FILL YOUR WANTS. Address

Department of Classified Advertising
THE OUTLOOK, 381 Fourth Ave., N. Y.

WHITING-ADAMS BRUSHES

Schools, Public Buildings and Residential Buildings Require

Floor Sweeping and Dusting brushes which are made of good quality, stiff, elastic bristles. Sanitation demands that dirt and dust be actually removed. Soft brushes, which mat down, will not serve the purpose.

Whiting-Adams FLOOR BRUSHES, DUSTING BRUSHES

and other brushes for Household, Mechanical and other purposes, do the work as it should be done. Reliable and economical. Send for Illustrated Literature. Department A.

JOHN L. WHITING-J. J. ADAMS CO., Boston, U. S. A. Brush Manufacturers for Over One Hundred Years

Whiting-Adams Brushes Awarded Gold Medal and Official Blue Ribbon, the Highest Award at Panama-Pacific Exposition, 1915

The Motor Truck as the Nation's Home Provider
(Continued)

half-loads, and unnecessary deliveries, the proportion of equipment for retail delivery requirements are unnecessarily high—that stores could well get along with less equipment, and of course with fewer men, and still render a delivery service to customers which would not in any way be inconvenient.

From this investigation the Board has recommended to all retail merchants the reduction of regular deliveries to one per day over each route and the elimination of special deliveries.

Retail stores that have adopted this recommendation have effected a great saving in their delivery expense and equipment. If action is taken by the Government, necessitating every retail establishment in the country doing likewise, there would be plenty of motor-truck equipment to help solve every community's transportation problems, whether within the city limits, the agricultural and dairy areas, or to connect with the suburban districts or the cities next door.

To my mind, the next step after the elimination of unnecessary deliveries should be the forming of co-operative delivery systems among the retailers of every community. This would not only reduce the individual delivery expense of each concern participating, but it would at the same time relieve men and equipment for other work. This in itself is of vital importance, because the labor situation is such that every available man not absolutely necessary in the regular business channels should be released to join the men in the factories and industries doing Government work. It is of more importance to a community for its men to apply their time to producing that which the community needs than to be wasting time on work that can be saved if a more concentrated delivery organization is inaugurated.

Recently six retail stores in a Southern town of approximately fifteen thousand inhabitants formed a co-operative delivery system, with the result that, instead of using half a dozen trucks and as many men, one truck and one man were found to be sufficient. The five trucks thus relieved were put to work in transporting other supplies that had been held up.

Similar results, I understand, have been secured not only by merchants' associations, but by private individuals who have contracted to handle the merchants' deliveries at a saving to the merchants as well as a profit to themselves.

Result: the merchant pays a lower price for delivering his goods, his customers do not have to wait for separate delivery of different articles, less equipment and labor is used, releasing men and trucks needed for more important work, and with the substitution of motor trucks for horse-drawn vehicles greater economy and dependability were assured.

In making the most of the production output of the country, which is reaching a magnitude hard to realize, prompt haulage and delivery plays one of the most important, if not the leading part, and far be it from us to neglect, or even delay, perfecting our lines of transportation.

A VIEW HORIZONTAL

I cannot agree with your editorial on the view vertical in The Outlook for August 28. My own experience is directly the contrary. For many years of my life my best thoughts and ideas have come to me during the night—usually between three and six o'clock—and these ideas, carried into practical execution, have proved to be of the utmost value. I can recall no single instance where my decisions arrived at during these moments have not been correct. I sleep outdoors where I can lie on my back and look at the stars, and I seem to get a much truer perspective during these moments than at any other time. Never having been the victim of insomnia, I cannot of course answer for that morbid condition which clothes one's consciousness in false colors. My experience is that five hours of continuous sleep is enough at one time. I appear to awake quite naturally and easily and am all awake at once. An hour or so of reflection is enough usually to induce me to go to sleep again, and no matter how distressed in mind I may be—and a family man during these days has many serious problems—I can always go to sleep in a few moments. It may be only a personal whim, but I always sleep with either my feet or my head towards the north star, and have fallen into the habit of considering myself only a point in the universe, going towards the sun at the rate of about fifteen miles a second. The consciousness of this fact always produces serenity. I have been guilty of this practice for over twenty years—in fact, have come to rely upon it as a source of inspiration and mental strength—and, so far as I am able to determine, I cannot see that it has resulted in the slightest harm.

THOMAS L. MASSON.

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The Same Heat
From Less Coal
We Can Prove It

KELSEY HEALTH HEAT

FIRST we will prove it by what others have themselves proven.

Then, we will further prove it by an appeal to your common sense.

After which, we will, if you wish it, arrange for calls and interviews with nearby Kelsey Health Heat users.

Following which, we will *agree* to save enough coal for you, to pay for the extra cost of a Kelsey Warm Air Generator that makes the Kelsey Health Heat.

Isn't that fair enough?

Send for Saving Sense Booklet. Demand economy proofs.

THE KELSEY
WARM AIR GENERATOR
230 James Street, Syracuse, N. Y.

NEW YORK 103-V Park Avenue
CHICAGO 217-V West Lake St.
BOSTON 405-V P. O. Square Bldg.
DETROIT Space 95-V Builders' Exch.

Don't Breathe Dust
Tiny Nasal Filter aids breathing. Useful for Hay Fever, Catarrh and Asthma. 50c. postpaid. *Illustrated booklet on request.*
NASAL FILTER CO., St. Paul, Minn.

The St. James

Philadelphia
Walnut at 13th St.
five minutes walk from Railroad stations, the Big Shops, the Theaters. Cuisine unusual — Service distinctive
R. J. Ritchie, Mgr
Room with Bath $3.00 up

BY THE WAY

A soldier's letter says that when his regiment disembarked at a port in France the men were cheerily welcomed by a crowd of small children who sang a song the first line of which ran something like this:

"Œilœil, ze gongzœil ère."

The words sounded like gibberish to the Americans, but the tune seemed strangely familiar; and presently it dawned on the newcomers that the children were singing, or trying to sing, in English,

"Hail! hail! the gang's all here!"

These soldiers' predecessors from America had evidently thought it would be nice for the incoming Sammies to hear something familiar, and so had taught the French children to sing this somewhat boisterous air as a welcoming anthem.

Remaining on the wing continuously for thirty hours and thirty minutes is the latest feat recorded in the world of aviation. This record, as reported by the Navy Department at Washington, on August 2, was made by Ensign P. J. Barnes, who is attached to the American Naval Air Forces in European waters.

The newer type of collector to which the war has given rise, a London correspondent writes to the "American Art News," occasions not a little worry and also some amusement to the art dealers on account of his (or her) *naïveté*. A specimen of this class, a woman, recently invaded one of the London art stores and asked to be shown an "antique" chest of drawers. "On examining the Jacobean example to which her notice was directed, she pulled out one of the drawers and pointed out that there were evidences of its having been used. Unconvinced that such a state of affairs was only natural in the case of a piece of furniture of so great an age, she complained bitterly that she had asked to see 'antique' furniture, not second hand! She would certainly not dream of buying for her new house furniture that had been used by some one else!"

The late W. H. Newman, one-time President of the New York Central lines, was, says the "Railway Age Gazette," "responsible for the really beautiful structure which the Grand Central terminal in New York City has become. It was his idea that the Grand Central terminal property should be made self-supporting by the erection over the underground yard between Forty-second and Fifty-seventh Streets of a series of buildings—hotels, office buildings, exhibition halls, etc.—renting for sufficient to pay interest and taxes not only on the ground above which they stand, but upon the entire terminal, including the station building itself."

A correspondent of the London "Sphere," writing from Wales, says, gently satirizing the large number of Welsh knights: "I am told that every journalist in Wales has been knighted. . . . For a political journalist to get a knighthood . . . is as easy as shelling peas. They are all political journalists in Wales. And so it is said Dr. Clifford recently preached an eloquent sermon, taking as his text, "And they could not reach Him because of the Press."

A friend of The Outlook has been rereading Kipling, and sends us this quotation as an apposite one in the present world struggle. It was published nearly thirty years ago in "From Sea to Sea." Kipling is recording his conversation with some Americans *en route* to America from Japan: "'We'll worry through somehow,' said the man from Louisiana. 'What would do us a world of good now would be a big European war. We're getting slack and sprawly. Now a war outside our borders would make us all pull together. But that's a luxury we sha'n't get.'" The man from Louisiana, if he is alive now, must realize that the coveted luxury is with us in full measure.

An Italian subscriber writes from Rome: "I feel to be true the statement that The Outlook is the best magazine ever published. Therefore I would like you to correct a little mistake I remarked in an editorial in the June 26 number: 'Commander Rizzo and Commander Milazzo,' etc. It was Lieutenant Aonzo who was the companion of Commander Rizzo in the audacious exploit you describe. Milazzo is a little town on the Sicily coast where Commander Rizzo was born." Milazzo, it may be added, is also celebrated in history as the scene of a victory by Garibaldi in 1860.

The big girl is coming into her heritage; an advertisement in a New York daily paper reads:

—— & Co. require the services of LARGE STOCK GIRLS for their Women's Apparel. Large neat girls required; splendid salary and excellent opportunity, etc.

Queer questions come to editors of scientific journals. Here is one, quoted as coming from a member of an important aviation society:

What is the acceleration of precession when mass spins and precesses with the same radius vector, and in the same plane, tangential to the earth's surface? The above question is important, and is put in consideration of $40,000 Cash Prize offered.

This is characterized as an "utterly meaningless question;" and, worse still, "the Cash Prize faded to nothing when investigation was made."

An Adirondack club which uses simplified spelling prints even its menu card in the new orthography. Its bill of fare for a recent "Fryday" contains these items: "Mixt piklz, spyst curants, parsli saus, shird egz, boild fresh samon, rost prym ribs ov beef, buterd carots, letis, victori bred, ys cream, cookiz, cheez and tosted waferz, cofi." There is no food shortage at this club, it is announced, for it has its own "poltri farm," "imens gardens," and it "raizd 9200 bushels of fyn potatos last sumr."

A Sunday-school teacher in one of the churches, the "Christian Register" notes, remarked to her class that in the burial custom of the ancient Egyptians the people were buried in their æsophaguses!

Japanese newspapers, according to Professor F. L. Martin, of the University of Missouri's school of journalism, divide their news into "hard" and "soft." The hard news consists of serious, important events. The soft news includes all sorts of "human interest" incidents. What is called the "third page" of the soft news department consists of trivial stories which would be called gossip in this country. Here is a sample of "third page" soft news:

Since Etsunaka, a resident of Osakusa, has separated from her master, a coal dealer, she has lost a good opponent for her noted powers of quarreling. The neighbors are breathing freely again at the prospect that they need no longer hear embarrassing quarrels which have made the neighborhood famous. The reaction has been so great that Etsunaka has been downhearted. She says: "I feel sick now that I have no one to quarrel with."

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THE OUTLOOK CLASSIFIED ADVERTISING SECTION

Advertising rates are: Hotels and Resorts, Apartments, Tours and Travel, Real Estate, Live Stock and Poultry, fifty cents per agate line, four columns to the page. Not less than four lines accepted. In calculating space required for an advertisement, count an average of six words to the line unless display type is desired.

"Want" advertisements, under the various headings, "Board and Rooms," "Help Wanted," etc., ten cents for each word or initial, **including the address, for each insertion.** The first word of each "Want" advertisement is set in capital letters without additional charge. Other words may be set in capitals, if desired, at double rates. If answers are to be addressed in care of The Outlook, **twenty-five cents** is charged for the box number named in the advertisement. Replies will be forwarded by us to the advertiser and bill for postage rendered. Special headings appropriate to the department may be arranged for on application.

Orders and copy for Classified Advertisements must be received with remittance ten days before the Wednesday on which it is intended the advertisement shall first appear.

Address: ADVERTISING DEPARTMENT, THE OUTLOOK, 381 FOURTH AVENUE, NEW YORK CITY

Apartments

WANTED In New York City, from about the middle of October for 5 or 6 months, a moderate-priced unfurnished apartment (for 3 adults) of 4 or 5 rooms, kitchen and bath. The neighborhood of Washington Square or Gramercy Park preferred. 9,087, Outlook.

Hotels and Resorts

CONNECTICUT

INTERLAKEN INN Lakeville, Conn.
Between two lakes; fishing, bathing, golf, tennis; excellent table. Write Manager.

MASSACHUSETTS

HOTEL PURITAN
Commonwealth Ave. Boston
THE DISTINCTIVE BOSTON HOUSE
Globe Trotters call the Puritan one of the most homelike hotels in the world. Your inquiries gladly answered and our booklet mailed
O'Connell-Mgr.

If You Are Tired or Not Feeling Well you cannot find a more comfortable place in New England than

THE WELDON HOTEL
GREENFIELD, MASS.
It affords all the comforts of home without extravagance.

MARBLEHEAD, MASS.
The Leslie
A quiet, cozy little house by the sea
Private Baths. Descriptive Booklet. September Rates.

NEW YORK

ADIRONDACKS
Interbrook Lodge and Cottages
Keene Valley, N. Y. Situated in spruces and pines. Wonderful location. Beautiful illustrated booklet. $12 and up. M. E. LUCK, Prop.

THERE is a place where you can find the very essence of the Autumn—where the air is live and good to breathe, where the first light frosts are touching wooded hills and fat harvest fields with glorious color, where the moon seems larger and the stars seem brighter. That place is

Meredith Inn
In the Catskills

The Inn has an old-fashioned, homelike air, but is thoroughly modern in appointments. There are private suites and sleeping porches, modern plumbing, showers as well as tubs, electric lights and steam heat when needed. There is a cheerful dining-room and a most comfortable living-room with log-fireplace. There are bowling alleys and billiard tables in the Casino, a tennis court on the lawn and a livery of Pierce Arrows for the convenience and pleasure of guests. You will like Meredith Inn. It is time now to make Fall reservations.
Address Meredith Inn, Meredith, Delaware County, N. Y.

NEW YORK CITY

Hotel Le Marquis
31st Street & Fifth Avenue
New York

Combines every convenience and home comfort, and commends itself to people of refinement wishing to live on American Plan and be within easy reach of social and dramatic centers.
Room and bath $3.50 per day with meals, or $2.00 per day without meals.
Illustrated Booklet gladly sent upon request. JOHN P. TOLSON.

Hotels and Resorts

NEW YORK CITY

HOTEL JUDSON 53 Washington Square
adjoining Judson Memorial Church. Rooms with and without bath. Rates $2.50 per day, including meals. Special rates for two weeks or more. Location very central. Convenient to all elevated and street car lines.

STOP AT
HOTEL BOSSERT
on aristocratic Brooklyn Heights
and enjoy the advantages of
THE MARINE ROOF
the most famous roof in America. Dine 300 feet in the air, with a panographic view of New York Harbor stretching before you for a distance of 10 miles. Dancing if you like. Write for booklet B.
Montague, Hicks, and Remsen Streets, Brooklyn

Health Resorts

ROSE VALLEY SANITARIUM
Box D, Media, Pa. For treatment of disease by Osteopathy and allied physiological methods, including Fruit, Milk, and other Scientific Diets; Hydrotherapy; Massage; Corrective Exercise; Sun, Light, and Air baths, etc. Ideal for rest and recreation. Booklet on request.

Sanford Hall, est. 1841
Private Hospital
For Mental and Nervous Diseases
Comfortable, homelike surroundings; modern methods of treatment; competent nurses. 15 acres of lawn, park, flower and vegetable gardens. Food the best. *Write for booklet.*
Sanford Hall Flushing New York

Dr. Reeves' Sanitarium
A Private Home for chronic, nervous, and mental patients. Also elderly people requiring care. Harriet E. Reeves, M.D., Melrose, Mass.

LINDEN The Ideal Place for Sick People to Get Well
Doylestown, Pa. An institution devoted to the personal study and specialized treatment of the invalid. Massage, Electricity, Hydrotherapy. Apply for circular to ROBERT LIPPINCOTT WALTER, M.D. (late of The Walter Sanitarium)

Real Estate

FLORIDA

FOR SALE
"BREEZE LODGE"
On Sarasota Bay
Lodge, 6 acres. Boat, boathouse. Fruit, etc. For particulars and illustrated literature address Dr. W. S. Waterbury, Sarasota, Florida.

NEW HAMPSHIRE

FOR RENT Sugar Hill, New Hampshire Furnished cottage for September and October. Rent $150, including wood and ice. WM. E. SATCHELL, Owner, Sugar Hill, N. H.

Real Estate

SOUTH CAROLINA

FOR SALE—Charleston, S. C., leading South Atlantic port and winter tourist resort, large, handsome modern residence, furnace heated, on Charleston's fashionable boulevard, fronting on beautiful Ashley River. Most desirable Southern winter home. Susan P. Frost, 9 Broad St., Charleston, S. C.

TENNESSEE

MOUNTAIN HOME
FOR SALE—in East Tennessee
Home of retired physician, 80 acres, covering mountain top overlooking town and river; 1,500 feet above sea level. Ideal climate all the year round. Well planted to fruit and flowers; 2 barns, hennery, gardens and farm land. Good mountain road available for small cars. Comfortable house with large living-room, big fireplace, hot-water heat, telephone, electric lights, electric pump, modern plumbing. Wood on place. Address
JOHN A. ROCKWELL, Box 222, Harriman, Tenn.

Country Board

TWO YOUNG LADIES, motherless, offer pleasant home in pretty suburban town on Long Island to elderly lady for a moderate remuneration. 9,101, Outlook.

BUSINESS OPPORTUNITIES

FOR sale or lease. A well located store building in Ormond, Florida. Address J. G. Gardner, Agt.

HELP WANTED

Business Situations

WANTED, as confidential business man and factotum, by an elderly gentleman in Baltimore, an educated and refined gentleman, single, just past draft age, in sound health, of cheerful personality, with some business aptitude and experience, and of irreproachable character, to reside in the home. Salary $1,000 per annum. Highest testimonials required and given. 6,206, Outlook.

Companions and Domestic Helpers

WANTED—Companion for elderly lady living in old-fashioned farm-house thirteen miles from heart of Cleveland; hourly trolley service, beautiful country. Good pay, duties not onerous. Excellent references required. 6,176, Outlook.

MOTHER'S helper wanted to assist in care of boy 5 years old and girl 15 months old at Summit, N. J. Permanent position, pleasant home and surroundings. Room 163, 40 Wall St., New York.

GOOD home for nice woman with or without child; general housework. Write fully Room 16, 94 Broadway, New York.

WANTED—Nurse for two young children in Springfield, Mass. References required. Address Mrs. Ralph Hopkins, Lands End, Rockport, Mass.

REFINED young woman wanted, last of September, to go to Kansas City for winter as mother's helper or governess for girl ten and boy six. References necessary. 6,201, Outlook.

WANTED—An American young lady as companion-helper. State age and full particulars. 6,209, Outlook.

Teachers and Governesses

GOVERNESS wanted, care and entertainment of pupils, September 16, school backward pupils. No teaching nor household duties. (Eleven teachers, five governesses.) Four hours free middle of day, all day monthly (Wednesday), three days at Christmas, two Easter. Educated American Protestant. Thirty-five monthly, including board, laundry, room alone near three pupils. Personal interview, references, church affiliation, age. Seguin School, Orange, N. J.

WANTED—Competent teachers for public and private schools and colleges. Send for bulletin. Albany Teachers' Agency, Albany, N.Y.

GOVERNESSES, matrons, mothers' helpers, cafeteria managers, dietitians. Miss Richards, 537 Howard Building, Providence. Boston, 16 Jackson Hall, Trinity Court, Thursdays, 11 to 1.

NURSERY governess, Protestant, for children three, eight, and eleven, in Cleveland. Must be good nurse. Would like French, German, and kindergarten training. Long engagement and advancement for efficiency. References required. 6,210, Outlook.

HELP WANTED

Teachers and Governesses

TEACHERS desiring school or college positions apply International Musical and Educational Agency, Carnegie Hall, N. Y.

WANTED, for private school, experienced kindergartner who can speak French fluently. 6,192, Outlook.

WANTED—Experienced teacher, college graduate, to teach mathematics and science in private school near Philadelphia. 6,193, Outlook.

SITUATIONS WANTED

Professional Situations

WANTED, by graduate registered nurse, situation as head nurse in college infirmary. Miss Mamie Wright, Hartsville, S. C.

Business Situations

CHURCH director of young people's work. Trained and experienced woman. 6,188, Outlook.

Companions and Domestic Helpers

LADY desires position as superintendent matron of institution, preferably children's private home. Experienced, refined, best recommendations. At liberty September 1. 6,175, Outlook.

EXPERIENCED dietitian-housekeeper wishes position in small boarding school, club, or private family. Interested in keeping household expenses down. References exchanged. Address G., 94 Cottage St., New Haven, Conn.

PRACTICAL, conscientious supervising housekeeper, leaving present position September 15, ready for business October 1. Private and public experience. Will welcome supervising care of children. Good reference. Address A. I. R., Box 553, Montrose, Pa.

LADY, experienced in management of apartment house, tactful, good judge of human nature, wishes position. 6,203, Outlook.

COMPANION to elderly couple; homemaker for motherless family. Highest references. 6,204, Outlook.

POSITION as companion, managing housekeeper, chaperon, or partial care of mental case. Experienced. Willing to travel. Best references. 6,199, Outlook.

COLLEGE graduate, five years' experience in teaching, wishes position as companion or to teach in private family. Country preferred. 6,197, Outlook.

WOMAN of culture, competent to take full charge of household, or act as companion, chaperon, etc., desires position in high class home. Has traveled extensively, and associations valued greatly. Highest credentials furnished. Address S. E., General Delivery, Rochester, N. Y.

YOUNG woman, college graduate, wishes to go to southern California after October 1 as ladies' attendant. No compensation other than expenses. References exchanged. 6,195, Outlook.

TRAINED dietitian, hospital experience, desires position in hospital or school. 6,194, Outlook.

Teachers and Governesses

CAMP DIRECTOR and gentleman of boarding school experience—draft exempt—desires residential or traveling tutorship young boys or executive junior school connection. Reaches New York September 6. 6,178, Outlook.

KINDERGARTEN and primary school graduate desires position in a private school or family for the coming school year. 6,190, Outlook.

CORNELL graduate desires position in Latin department of high school or seminary. Twelve years' experience. 6,189, Outlook.

MISCELLANEOUS

PATRIOTISM by Lyman Abbott, also 4 verses of America—The Pledge to the Flag—2 verses of The Star-Spangled Banner, all in a little leaflet. Further the cause of Patriotism by distributing in your letters, in pay envelopes, in schools, churches, clubs, and social gatherings. *200 sent prepaid for 30 cents.* Arthur M. Morse, Montclair, N. J.

OFFICER'S wife, college graduate, with children (husband abroad), wishes to take two girls, 10 to 13, into her home in Westchester for winter. Healthful surroundings, personal tutoring. Special attention to voice, manners, and general information. Write Mrs. Raymond, East Blue Hill, Maine.

M. W. Wightman & Co. Shopping Agency, established 1895. No charge; prompt delivery. 44 West 22d St., New York.

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